



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

FRIDAY, 18TH AUGUST 2006, AT 2.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors S.J. Baxter, A.N. Blagg, Miss D.H. Campbell J.P., C.B. Lanham, Mrs. J.D. Luck, P.M. McDonald and J.A. Ruck .

AGENDA

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

1. Appointment of Chairman for the remainder of the municipal year.
2. Appointment of Vice-Chairman for the remainder of the municipal year.
3. To receive apologies for absence.
4. To confirm the Minutes of the Meeting held on 14th July 2006.
5. Top 45 Indicators – Quarter 1, 2006-07
6. Corporate Health Indicators – Quarter 1, 2006-07
7. Business Plans - Quarter 1, 2006-07 Reviews (x8)
8. Audit Commission – Inspection of Strategic Housing Services
9. Procurement Update
10. Financial Outturn 2005-06
11. Integrated Financial and Performance Report – Quarter 1, 2006-07
12. Improvement Plan

K. DICKS
Acting Chief Executive

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

9th August 2006.

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 14th July 2006 at 2.00 p.m.

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

21/06 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. D. Luck and P. M. McDonald.

22/06 **MINUTES**

The Minutes of the Meeting of the Board held on the 16th June 2006, were submitted.

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

23/06 **CUSTOMER SERVICE CENTRE PERFORMANCE**

Consideration was given to a Report from the Head of eGovernment & Customer Services on (i) the current performance of the telephony service provided by the Customer Service Centre, and (ii) the actions planned to provide realistic, sustainable improvements in telephony performance. Mr. Roger Horton, Customer Services Manager, who was also present, was able to supplement the information before the Board, and, following a number of questions from Members, it was

RESOLVED that both the Performance Report and the planned actions for improving telephony performance be noted and approved.

24/06 **LEGAL SERVICES – TEAM PLAN**

Further to the brief, verbal report made at the last Meeting, the Head of Legal Services submitted a more detailed report on the anticipated outcomes it was hoped would be achieved following the recent additional appointments made to the Legal Section Team.

RESOLVED that the Report be noted.

25/06 **IMPROVEMENT PLAN**

The Acting Chief Executive gave a brief verbal update on the current position relating to the Improvement Plan, which was to be circulated at this meeting, but, due to its volume, would be included on the agenda for the next meeting. The document, which takes the Council forward from its earlier Recovery Plan, was comprised of a number of headings, with key sections including Corporate and External; Planning and Environmental; Culture and Community; Street Scene and Waste Management; e-Government; Human Resources, and Financial Services.

Within the first of those headings (Corporate and External), officers would be looking to improve the image of the Council; introduce effective communication and consultation; bring about a more modern and inclusive Council, embracing the Equalities and Diversity agenda; have a clear strategic direction; improve Partnership working (through the Local Strategic Partnership); more public involvement with our decision-making process (through PACT, etc.); embrace more of a Performance culture within the Council, through Service Business planning processes, having priorities in place for staff at every level.

Members were also advised of some of the issues which would be addressed throughout the various Service areas within the Council.

The Chairman congratulated the officers on the work carried out to date in this regard, and it was

RESOLVED that the verbal Report be noted

26/06

COUNCIL RESULTS 2005/2006

The Assistant Chief Executive submitted a report/outturn statement on the Council's results for 2005/2006, and, in so doing, highlighted a number of specific areas where the Council would be concentrating in order to effect improvements over the coming months.

RESOLVED

(i) that, notwithstanding the assurance given that the Council's new Head of Organisational Development and Human Resources was putting in measures to address the increase in the average number of working days lost due to sickness (Indicator BV12 refers), this matter be the subject of a report be submitted to the next meeting of the Board; and

(ii) that, in all other respects, the report be noted and approved.

27/06

SERVICE BUSINESS PLAN REVIEW

Further to Minute No. 16/06 of the last meeting in this regard, the Assistant Chief Executive submitted a report outlining the proposed changes to the Business Planning process through the creation of a standard template, which was appended to the Report. The template covered the following areas, i.e., 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, and Benchmarking.

Managers would also receive Guidance Notes with this new document, and would also receive appropriate training in its application. This was noted. Whereupon it was

RESOLVED that the proposed Business Planning process, as set out in the Report, be endorsed.

The Meeting closed at 3.25 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18th August 2006

TOP 45 PERFORMANCE INDICATORS – QUARTER 1 2006/07

Responsible Member	Councillor P McDonald - Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1.0 Summary

- 1.1 This report provides details of the current performance of the Top 45 set of indicators in order to provide a strategic focus for performance management. This approach is consistent with Audit Commission good practice.

2.0 Recommendations

- 2.1 It is recommended that the Performance Management Board:
- (a) considers the performance information contained in the report;
 - (b) receives verbal reports from officers on some of the indicators;
 - (c) based on the discussion with Heads of Service makes recommendations for improvement to the Portfolio Holder and Cabinet; and
 - (d) if appropriate, identifies indicators on which the Board would like more detailed reports from the Heads of Service at its next meeting.

3.0 Background

- 3.1 A previously agreed set of Top 45 indicators covering the Services Directorate is reported on a quarterly basis. This report provides performance information for the first quarter (April 2006 to June 2006) for the Top 45 indicators.

4. Report

- 4.1 The attached Top 45 Indicator report provides the reader with the information in various formats, so that Members and managers can consider the information in their preferred learning style i.e. some people like graphical information, others prefer numbers, others prefer narrative. The format covers all of these and makes use of a “traffic light system” to enable the reader to quickly focus on which indicators are more than 10% below target (red indicators), between 0% and 10% off target (amber) or on target (green).

- 4.2 There are too many indicators for the Board to go through every single one in detail at the meeting. The “traffic light system” should help provide a focus and the Board will rightly want to consider how performance can be improved in discussion with the Heads of Service. Through a pre-meeting with the Chairman, Vice-Chairman and the Assistant Chief Executive, a steer has been provided to the Assistant Chief Executive on which Heads of Service the Board would like to attend the meeting to discuss performance issues.
- 4.3 Based on discussions at the Board’s meeting, Members will need to make recommendations to Cabinet on corrective action required. If the Board considers that urgent action is required then the Chairman should discuss the required action and seek agreement with the relevant Portfolio Holder after the meeting. In some instances, further information may be required and the Board may wish to decide that a separate report on a particular indicator be put on the agenda for the next Board meeting.

5.0 Financial Implications

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

6.0 Legal Implications

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

7.0 Corporate Governance

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

Report Author

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Tel: (01527) 881412



Top 45

The Top 45 key indicators for 2006/07

Corporate Communications, Performance and Policy Team

Quarter 1 2006/07

7	Indicator Type	Short Description	Page Number
-	Top 45 Performance Summary		3
-	Top 45 Legend		4
2	BV76	Housing benefit security	6 - 9
4	BV79	Accuracy of benefit claims & recovery of overpayments	12 - 15
6	BV84	Amount of waste collected per head	20 - 21
8			24
10	BV126	Domestic burglaries per 1000 households	27
12	BV128	Vehicle crimes per 1000 population	30
14	BV170	Usage of museums	32-34
16	BV183	Length of stay in temporary accommodation	36-37
18			
20	BV203	Number of families in temporary accommodation	43
22	BV205	Quality of planning service checklist	45
24	BV214	Repeat homelessness	47
26			
28	LPI Planning	Score on Building Control performance matrix	51
30			
32	LPI Depot	% of flytips dealt with in response time	54
34	LPI Depot	Number of missed recycle waste collections	56
36	LPI Depot	Number of written complaints	58
38	LPI Sports Services	Dolphin Centre Usage	60
40	LPI Sports Services	Woodrush Sports Centre Usage	62
42	LPI Community Safety	Respond to emergency calls in 20 secs	64
44	LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	66

Indicator Ref No.	Indicator Type	Short Description	Page Number
1	BV64	Number of private sector dwellings returned into occupation	5
3	BV78	Speed of processing HB/CTB claims	10 - 11
5	BV82	Recycling & Composting of household waste	16 - 19
7	BV91	Coverage of kerbside recycling collection service	22 - 23
9	BV109	Timeliness of processing of planning applications	24-26
11	BV127	Violent crimes & robberies per 1000 populations	28-29
13	BV166 a	Environmental health checklist of best practice	31
15	BV175	Racial incidents resulting in further action	35
17	BV199	Local street and environmental cleanliness	38-41
19	BV202	Number of rough sleepers	42
21	BV204	% of planning appeals allowed	44
23	BV213	H.A.S. - preventing homelessness	46
25	BV218	Abandoned vehicles	48-49
27	BV225	Actions against domestic violence	50
29	LPI CEO	Number of small business start ups	52
31	LPI Depot	% animal/debris cleared within timescales	53
33	LPI Depot	Number of missed household waste collections	55
35	LPI Depot	Number of missed trade waste collections	57
37	LPI Community Services	Number of attendances at arts events	59
39	LPI Sports Services	Haybridge Sport Centre Usage	61
41	LPI Community Safety	Respond to emergency calls in 5 secs	63
43	LPI Community Safety	Lifeline equipment installed within 5 days	65
45	LPI Transport Services	% responses to Excess Charge appeals in 3 days	67

Top 45 PERFORMANCE SUMMARY

Performance against Target	Total	Total
Meeting or exceeding target for performance	38	61%
Not meeting target - difference is less than 10%	2	3%
Not meeting target - difference is 10% or more	19	31%
Information not reportable	3	5%
Total	62	100%




Performance Trend	Total	Total
Improving performance	36	58%
Stable performance	1	2%
Declining performance	20	32%
Information not reportable	5	8%
Total	62	100%

Performance against Quartiles	Total	Total
Indicators in Top Quartile		#DIV/0!
Indicators in Second Quartile		#DIV/0!
Indicators in Third Quartile		#DIV/0!
Indicators in Bottom Quartile		#DIV/0!
Information not reportable		#DIV/0!
Total	0	#DIV/0!

TOP 45 LEGEND

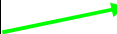





Key for Outcomes (comparison against target)




[Signified by coloured block]

			%
G	Meeting or exceeding target		61%
A	Not meeting target - difference is less than 10%		3%
R	Not meeting target - difference is 10% or more		31%
	Information not available		5%

Key for Performance Trends (over previous period)


[Signified by direction of arrow next to coloured block]


			%
	Improving performance		58%
	Stable performance		2%
	Declining performance		32%
	Information not available		8%

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

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

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

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

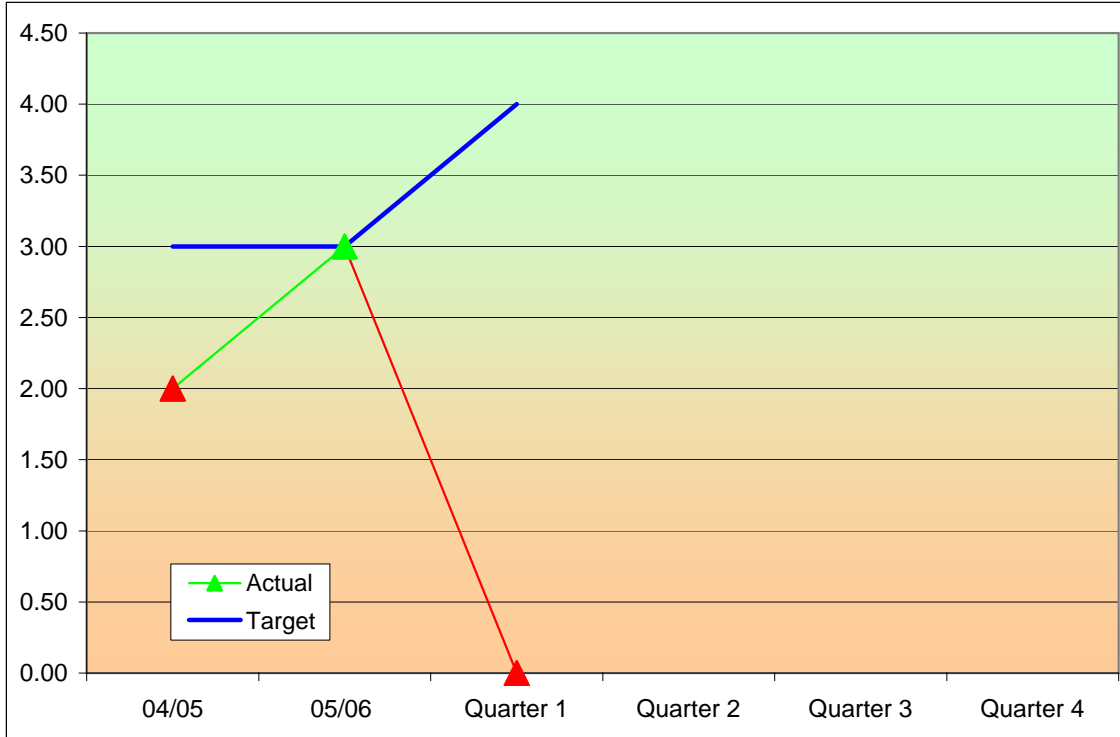
 Trend line between Actual figure - Colour denotes movement: Red = declining, Amber = stable, Green = improving

 2005/06 target


1	BVPI 64 - Vacant dwellings returned to occupation or demolished			
Number of non-local authority-owned dwellings returned to occupation or demolished during the financial year as a direct result of action by the local authority		Trend		R
Indicator Owner		David Hammond - Head of Planning and Environment Services	Current variation from target	-100.00%

Performance (cumulative, number, bigger is better)						
64	Target	Actual	Performance	Trend	Variation	Quartile
04/05	3.00	2.00	R		-33.33%	4
05/06	3.00	3.00	G		0.00%	3
Quarter 1	4.00	0.00	R		-100.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
No vacant dwellings returned to use in first quarter.



Planned Action
New Housing Initiatives Officer took up post on 19/06/06 and is working on empty homes including six empty flats in the town area.

2	BVPI 76 - Housing Benefit Security			
76a - The number of housing benefit claimants in the local authority area visited, per 1,000 caseload		Trend		
Indicator Owner		Current variation from target	-85.03%	
Jayne Pickering - Head of Financial Services				

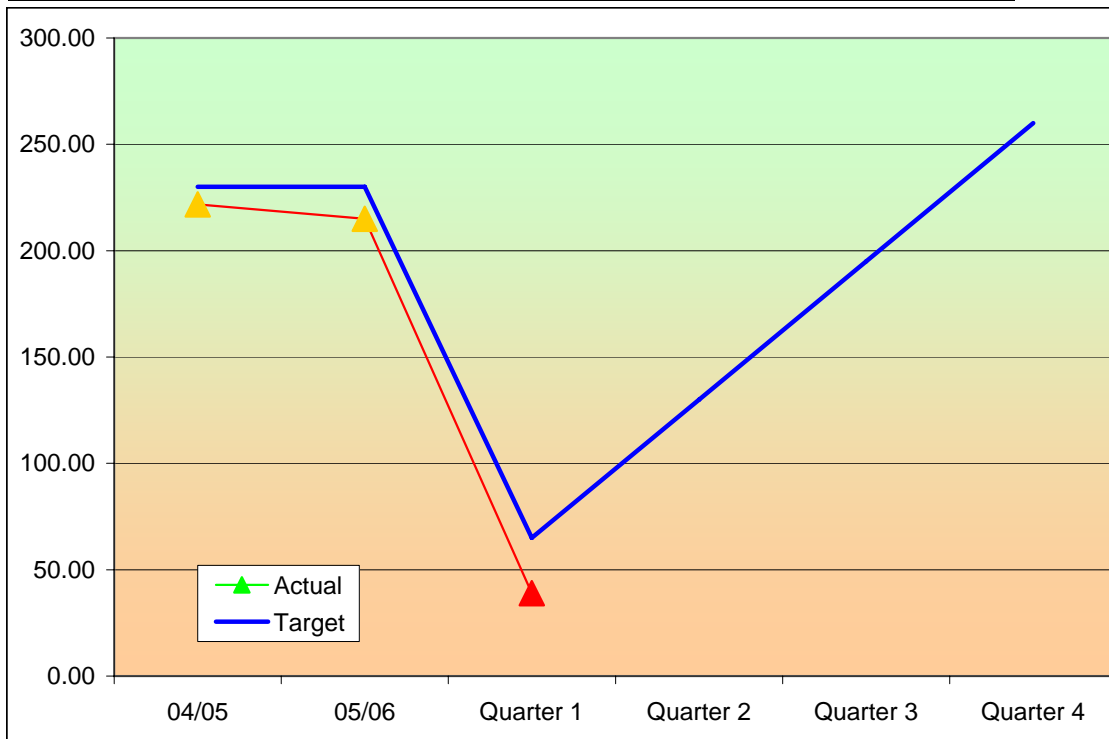
Performance (cumulative, number, bigger is better)						
76a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	230.00	221.80	A		-3.57%	3
05/06	230.00	215.00	A		-6.52%	3
Quarter 1	65.00	38.91	R		-40.14%	
Quarter 2	130.00					
Quarter 3	195.00					
Quarter 4	260.00					
06/07						

Comments

This indicator relates to the number of housing benefit claimants visited per 1000 caseload. The current caseload is approximately 2600. The actual is below target mainly due to a long term sickness and vacancy within the team. Top
 Quartile for Quarter 4 = 296.6

Planned Action

The postholder who was on long term sick returned to work in July. We have appointed to the vacant post and the postholder has been in place since mid-July. The team will be supported with any development or training needs as identified in the Personal Development Reviews.



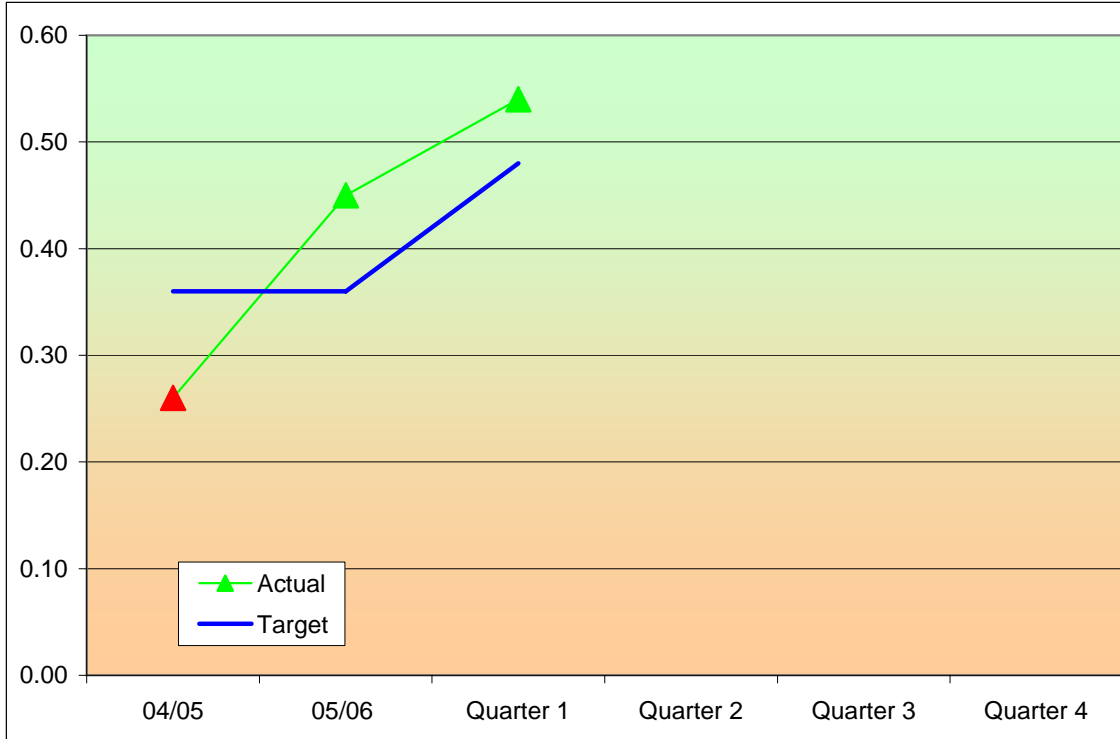
2	BVPI 76 - Housing Benefit Security			
76b - The number of fraud investigators employed by the Local Authority, per 1,000 caseload		Trend		
Indicator Owner		Current variation from target	12.50%	
Jayne Pickering - Head of Financial Services				




Performance (cumulative, number, bigger is better)						
76b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	0.36	0.26	R		-27.78%	n/a
05/06	0.36	0.45	G		25.00%	n/a
Quarter 1	0.48	0.54	G		12.50%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 This indicator reflects the number of investigators within the fraud team per 1000 caseload. The caseload includes all claimants (Housing Benefit and Council Tax) and is approximately 4,700.

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

Planned Action
 To maintain the current performance. To review target when appropriate.



2	BVPI 76 - Housing Benefit Security			
76c - The number of Housing Benefit and Council tax Benefit fraud investigations carried out, per 1,000 caseload		Trend		  
Indicator Owner		Current variation from target	-47.52%	
Jayne Pickering - Head of Financial Services				

Performance (cumulative, number, bigger is better)						
76c	Target	Actual	Performance	Trend	Variation	Quartile
04/05	70.00	56.84	R		-18.80%	2
05/06	61.70	47.50	R		-23.01%	2
Quarter 1	16.96	8.90	R		-47.52%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

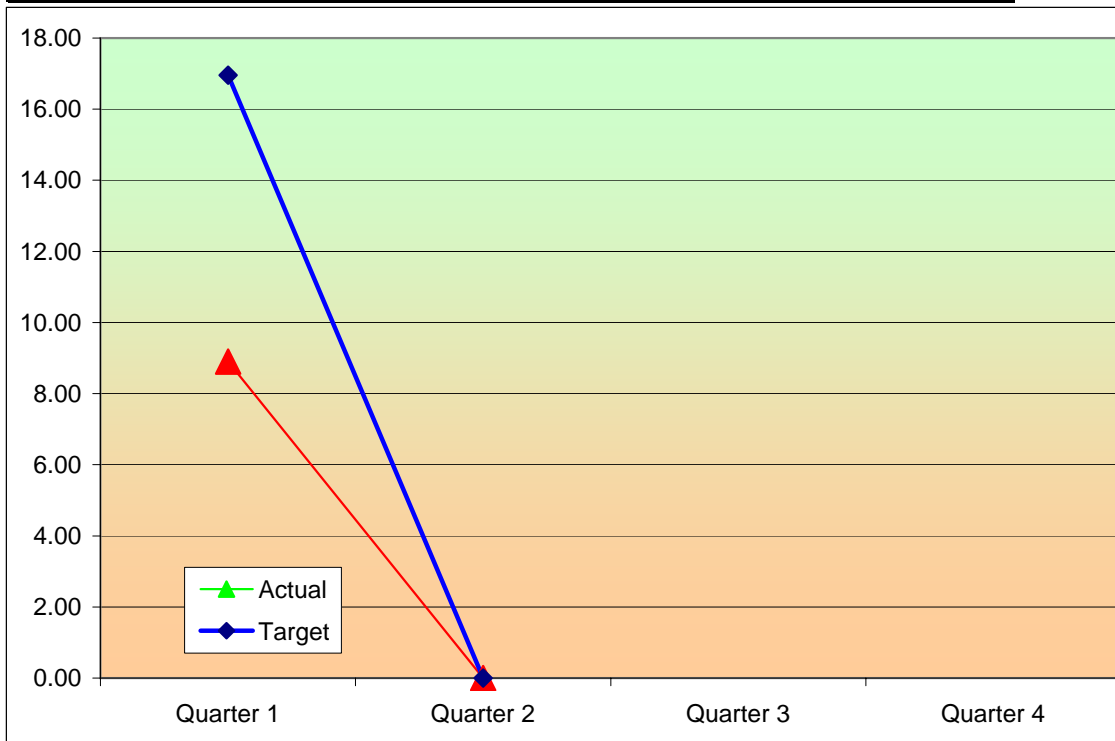
This indicator reflects the number of investigators within the fraud team per 1000 caseload. The caseload includes all claimants (Housing Benefit and Council Tax) and is approximately 4,700.

The actual is below target mainly due to a long term sickness and vacancy within the team.

Top Quartile for Quarter 4 = 59.53.

Planned Action

The postholder who was on long term sick returned to work in July. We have appointed to the vacant post and the postholder has been in place since mid-July. The team will be supported with any development or training needs as identified in the Personal Development Reviews.



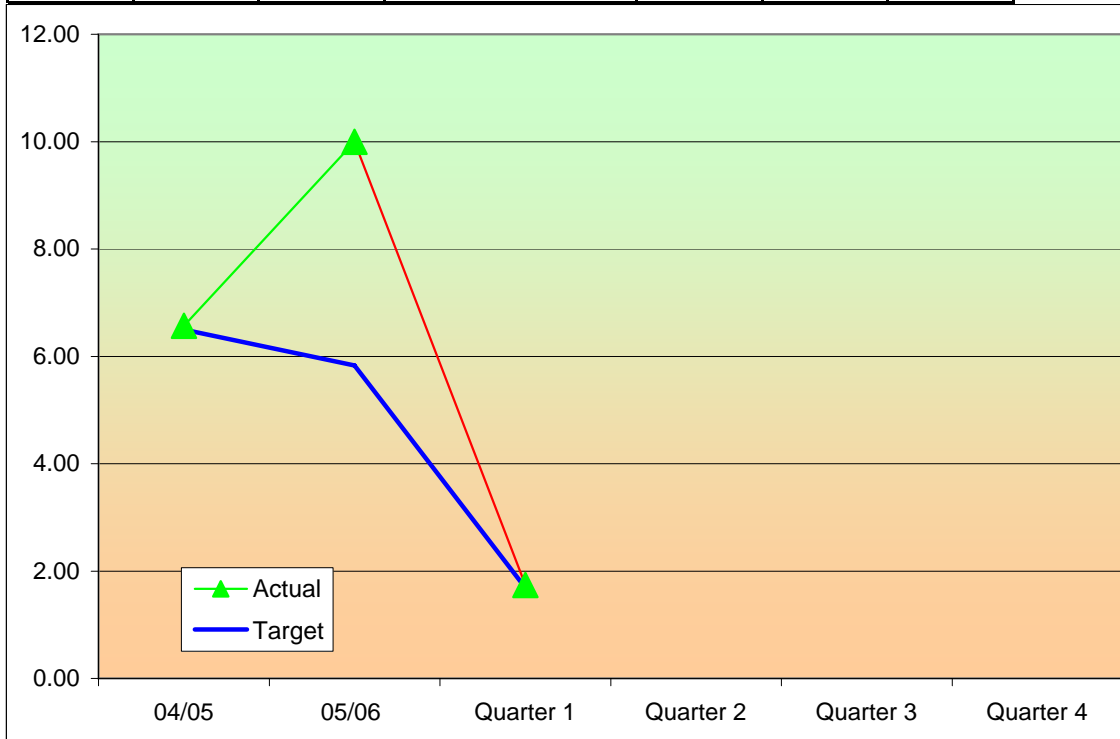
2	BVPI 76 - Housing Benefit Security			
76d - The number of Housing benefit and Council Tax Benefit prosecutions & sanctions, per 1,000 caseload		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	2.96%	

Performance (cumulative, number, bigger is better)						
76d	Target	Actual	Performance	Trend	Variation	Quartile
04/05	6.50	6.57	G		1.08%	1
05/06	5.83	10.00	G		71.53%	1
Quarter 1	1.69	1.74	G		2.96%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 This indicator reflects the number of sanctions and prosecutions based on our caseload of 4,700. The national top quartile is 5.83. As shown the department currently is exceeding both national and locally set targets.

Top Quartile for Quarter 4 = 6.25.

Planned Action
 To maintain the current performance. To review target when appropriate.



3	BVPI 78 - Speed of processing Housing Benefit and Council Tax Benefit (HB/CTB) claims			
78a - The average processing time taken for all new HB/CTB claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	2.01%	

Performance (latest, number, smaller is better)						
78a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	40.00	44.16	R		-10.40%	4
05/06	39.75	37.81	G		4.88%	3
Quarter 1	35.78	35.06	G		2.01%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

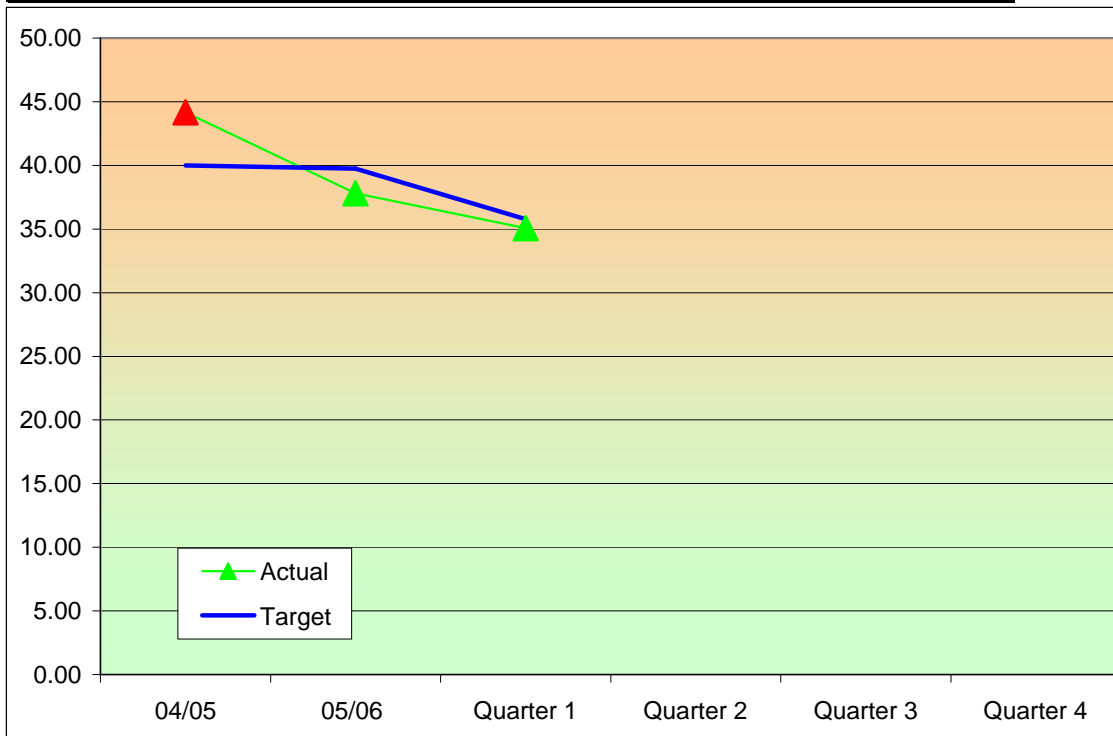
Comments

This indicator reflects how quickly new claims for both Housing and Council Tax benefit are processed. The national target is 36 days, the target in 2005/06 for the Council processing was 39.75. For 2006/07, the DWP has set the target as 30 days for Top Quartile for processing benefit new claims.

Top Quartile for Quarter 4 = 28.

Planned Action

To continue the weekly performance monitoring of the new claims within the team with the aim to improve the actual processing times. It is planned that the Council will meet top quartile by June 2007.



3	BVPI 78 - Speed of processing Housing Benefit and Council Tax Benefit (HB/CTB) claims			
78b - The average processing time taken for all written notification to the Local Authority of changes to a claimant's circumstances that require a new decision on behalf of the Authority		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	-36.76%	

Performance (latest, number, smaller is better)						
78b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	10.00	14.92	R		-49.20%	4
05/06	12.00	11.88	G		1.00%	3
Quarter 1	10.80	14.77	R		-36.76%	
Quarter 2						
Quarter 3						
Quarter 4						
05/06						

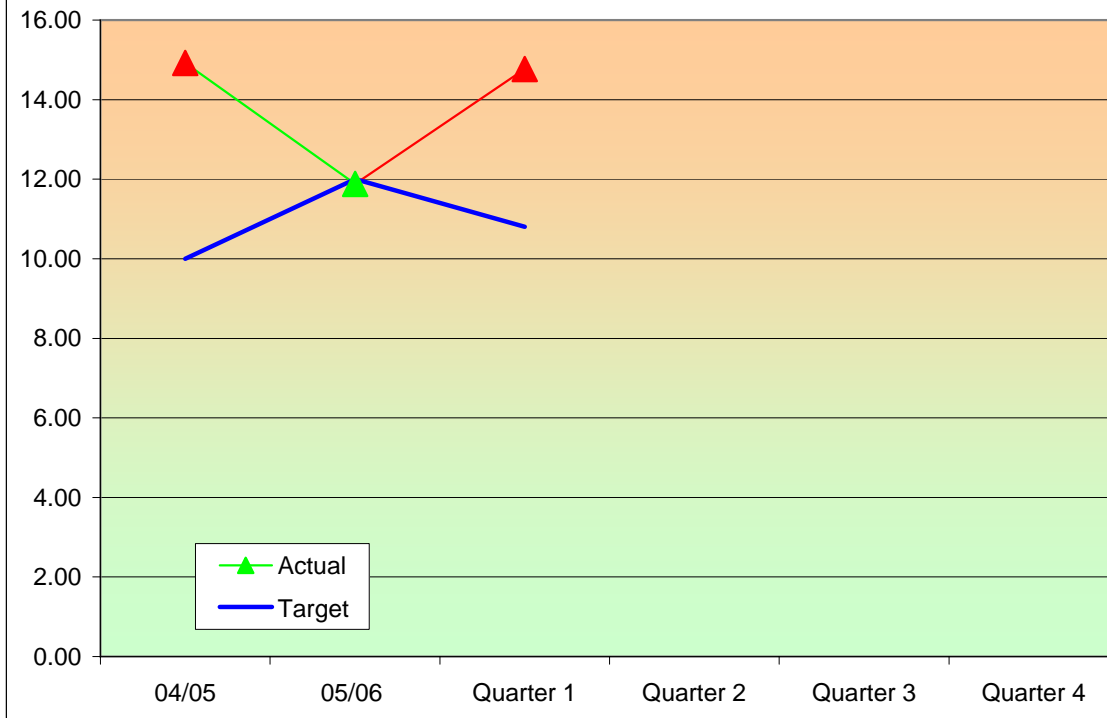
Comments

This indicator reflects how quickly changes in circumstances for both Housing and Council Tax benefit are processed. We are under target for quarter 1 but this is due to vacancies in the team and the focus on the new claims for staff during this period.

Top Quartile for Quarter 4 = 6.8.

Planned Action

New staff have now started within the team and are receiving training in the processing of change in circumstance. The aim is to continue the weekly performance monitoring of the processing times within the team with the aim to improve where possible. It is important to sustain this target prior to amending the target as there are many variations to the criteria laid down in legislation regarding the calculation of the change in circumstances figure. It is planned that the Council will meet top quartile by June 2007.



4	BVPI 79 - Accuracy of processing HB/CTB claims & recovery of overpayments		
79a - The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct		Trend	
Indicator Owner		Current variation from target	-7.07%
Jayne Pickering - Head of Financial Services			

Performance (latest, percentage, bigger is better)						
79a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	99.00	98.80	A		-0.20%	2
05/06	99.00	96.00	A		-3.03%	4
Quarter 1	99.00	92.00	R		-7.07%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

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

The current quarter performance reflects a significant reduction in accuracy by the team who have met to discuss the concerns.

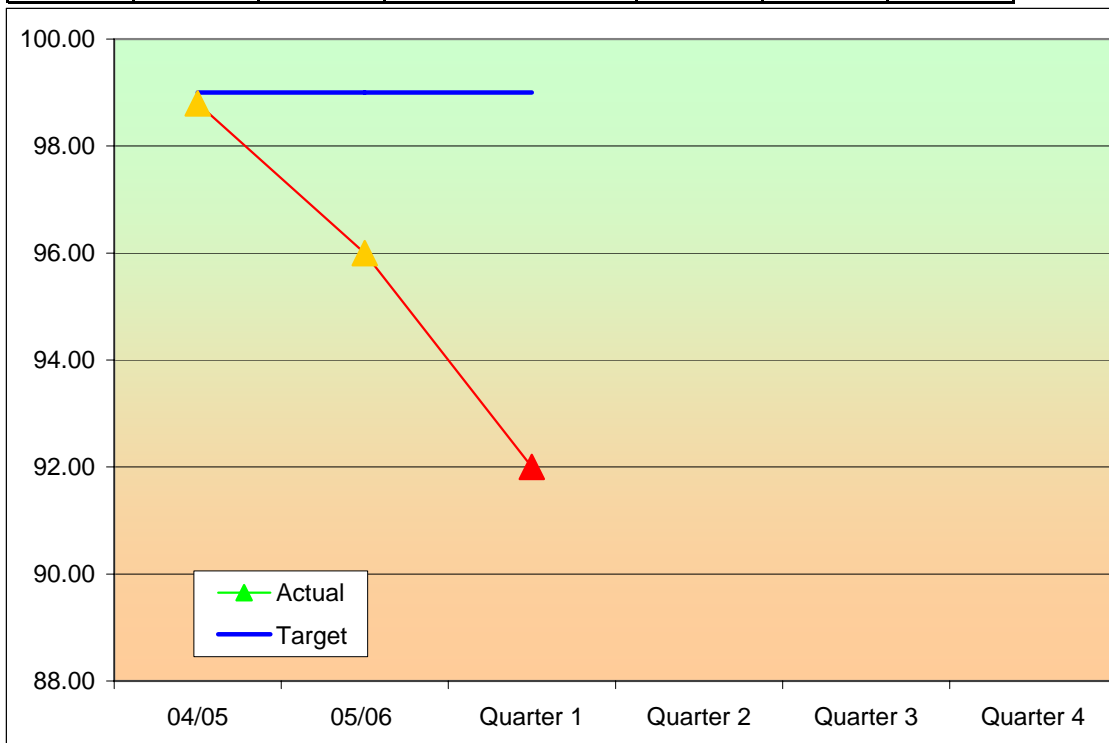
Top Quartile for Quarter 4 = 99%.

Planned Action

As a result have increased the daily management check from 10% to 25% with effect from 24th July 2006

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

There is a delay in implementing the 'Quality Assurance Module' which had been planned to be in place from May/June 2006. This is a national product, funded by the DWP Performance Fund. It is hoped that this will be operational from September/October 2006. This will allow us to be selective on what types of claims are checked and volume for each member of staff. Presently we undertake a 10% management check on all assessments determined and with effect from 24th July this has now been increased to 25%.



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

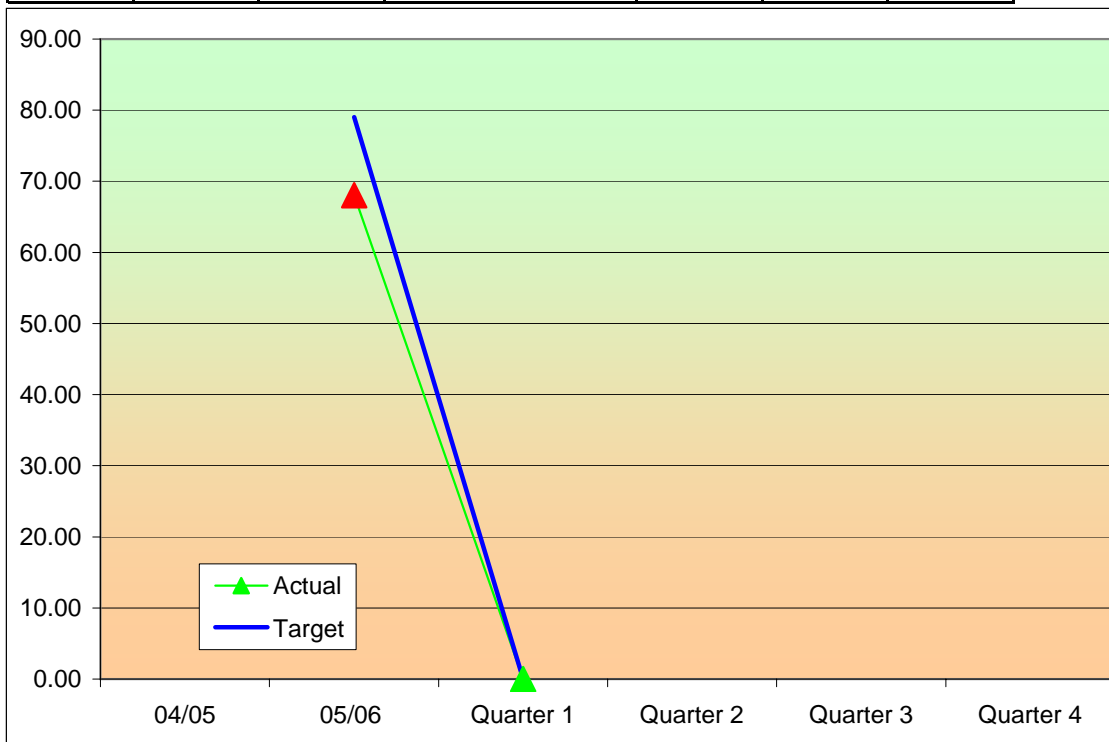
Performance (latest, percentage, bigger is better)						
79b i	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	79.00	68.05	R	n/a	-13.86%	n/a
Quarter 1					#DIV/0!	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This is a new indicator from 1.4.2005. The indicator reflects the level of recovered Housing Benefit overpayments. This is reported against the level of overpayments made in the current year. The team are working on increasing the recovered overpayments that are due to the Council; however, due to a problem with Academy (the software system that supports the Revenues and Benefits teams) the 'system generated' report cannot be accessed and therefore the information is not available to update you on current performance.

Planned Action

We have assurance that IT company will remedy the problem before the end of August 2006. The recruitment of the overpayments officer will address the issue of performance and will ensure that there is more focus on this area. The target has been increased for 2006/07. There will be a nationally set target levelled during 2006/07.

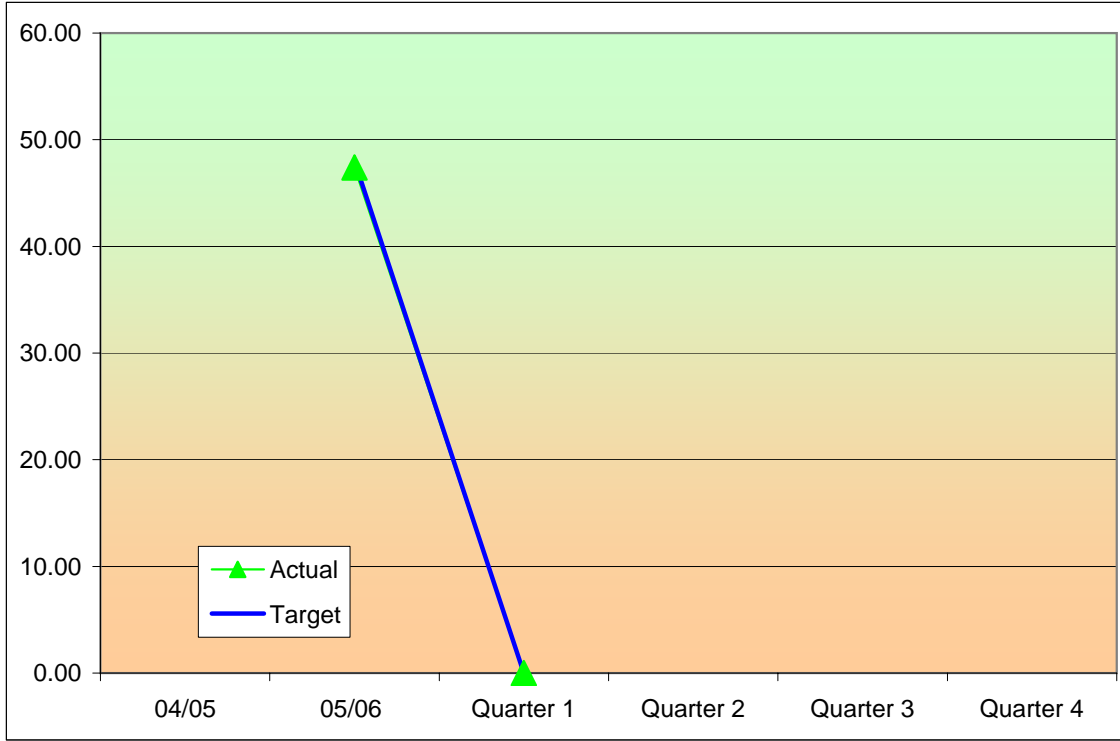


4	BVPI 79 - Accuracy of processing HB/CTB claims & recovery of overpayments		
79bii - HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.		Trend	
Indicator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

Performance (cumulative, percentage, bigger is better)						
79b ii	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	48.00	47.39	A	n/a	-1.27%	n/a
Quarter 1					#DIV/0!	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
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Planned Action
We have assurance that IT company will remedy the problem before the end of August 2006. The recruitment of the overpayments officer will address the issue of performance and will ensure that there is more focus on this area. The target has been increased for 2006/07. There will be a nationally set target levelled during 2006/07.

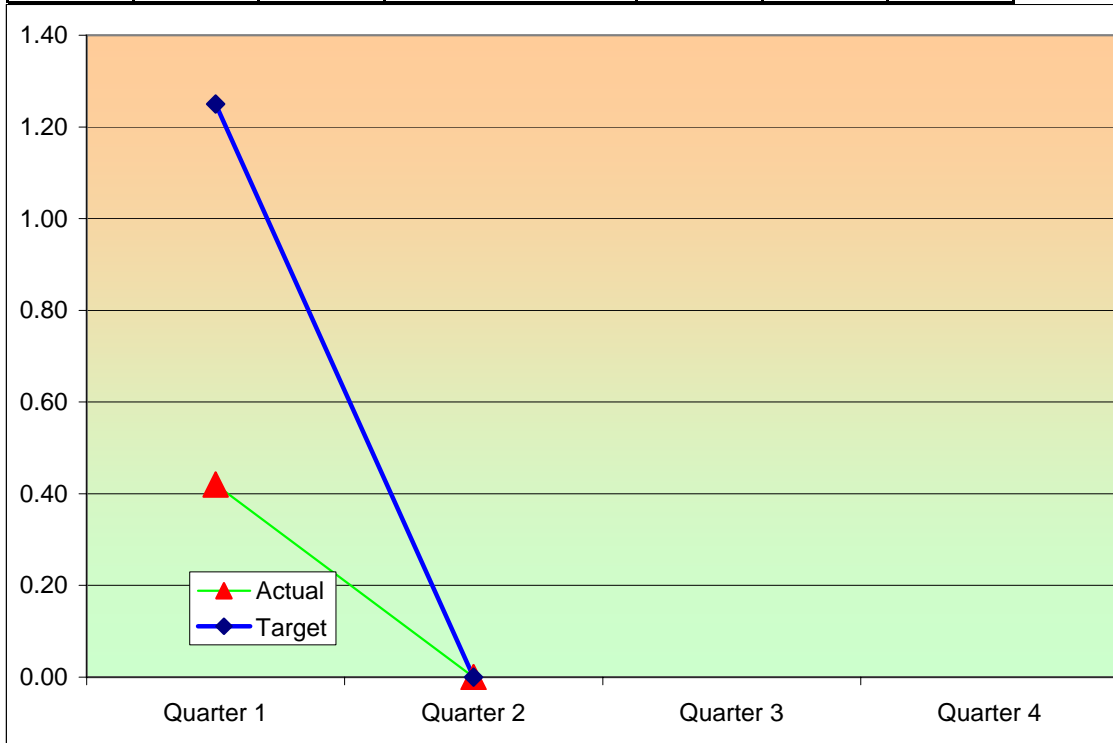


4	BVPI 79 - Accuracy of processing HB/CTB claims & recovery of overpayments			
79biii - Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period.		Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	0.42%	

Performance (cumulative, percentage, smaller is better)						
79b iii	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	5.00	10.20	R	n/a	-104.00%	n/a
Quarter 1	1.25	0.42	G		66.40%	n/a
Quarter 2	0.00	0.00				
Quarter 3						
Quarter 4						
06/07						

Comments
This indicator reflects the percentage of overpayment in relation to housing benefit that has been written off in the year. A local target was set at less than 5%. Our current performance is less than 1.25% for quarter 1 and therefore we are meeting the target set.

Planned Action
To review the level of overpayments. An appointment has been made to the new post of overpayments and appeals officer to enable the debt to be managed more effectively and to prevent where possible further overpayments. Furthermore the quality assurance and on-line procedures guide will help proactively address issues on claims made. We have set up a spreadsheet to closely monitor all debt outstanding and currently checking those that are an underpayment arrangement. In the following months, we will be looking at those with Legal and where ongoing deduction is being made.



5	BVPI 82 - Household Waste Management - Recycling & Composting rates			
82a i - Percentage of household waste arisings which have been sent for recycling		Trend		R
Indicator Owner		Current variation from target	-12.70%	
Mike Bell - Head of Street Scene and Waste Management				

Performance (cumulative, percentage, bigger is better)						
82a i	Target	Actual	Performance	Trend	Variation	Quartile
04/05	22.00	14.61	R		-33.59%	3
05/06	21.00	19.95	A		-5.00%	1
Quarter 1	21.05	18.34	R		-12.87%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

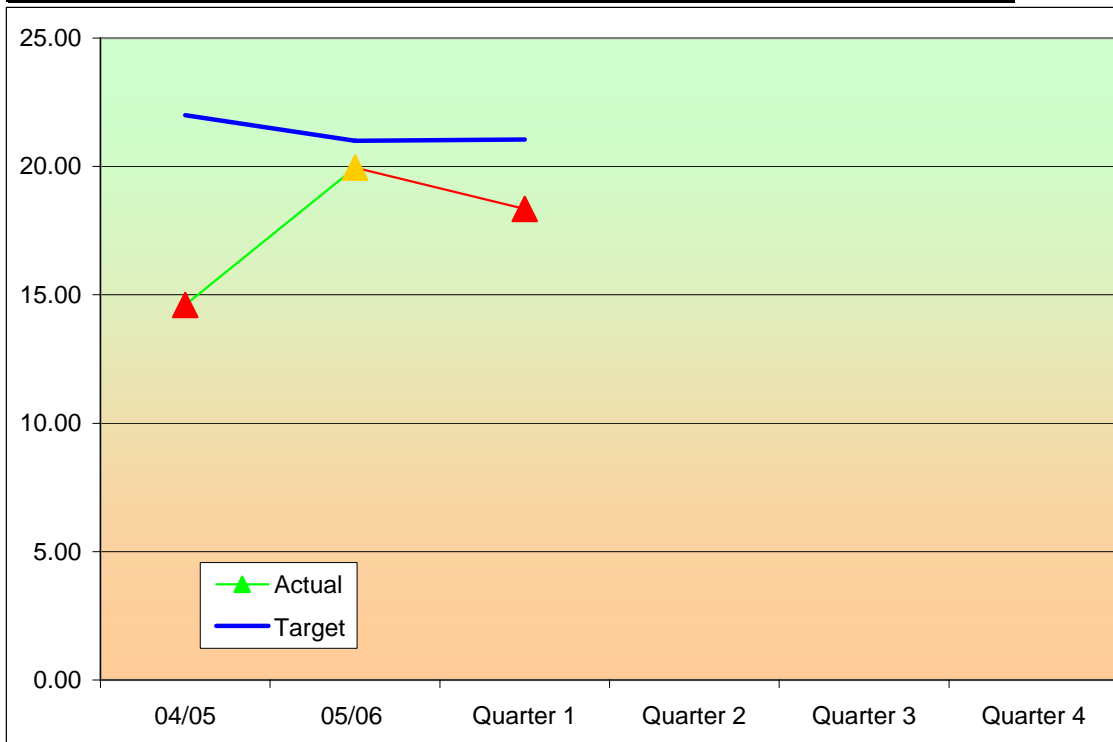
Comments

This is a percentage figure based on the total tonnage of waste collected. There will be seasonal variations throughout the year, but performance should on average increase.

Top Quartile for Quarter 4 = 19.35

Planned Action

Increase number of residencies on the service. (We are currently discussing with the County Council for an option to collect co-mingled recyclates which will allow us to use smaller less specialised vehicles and thus access some of the properties that we currently cannot reach. This will increase the volume of recyclates collected and thus improve this BVPI.) Develop and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. (Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities).

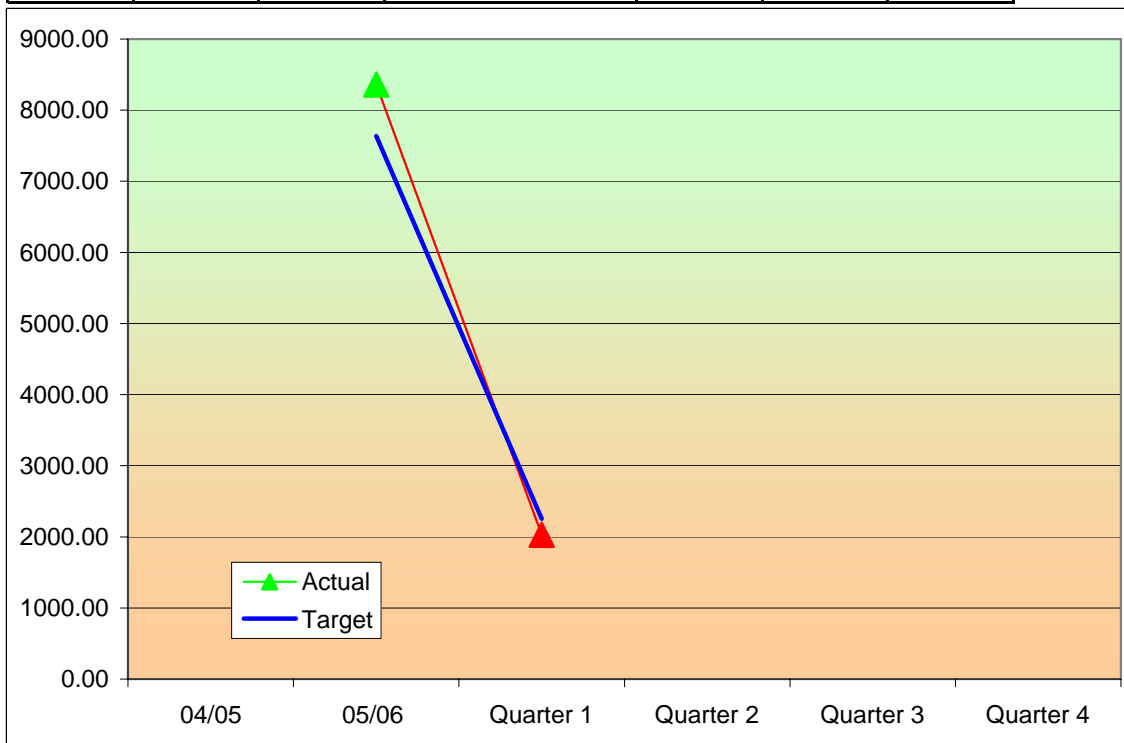


5	BVPI 82 - Household Waste Management - Recycling & Composting rates			
82a ii - Total tonnage of household waste arisings which have been sent for recycling		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-9.97%	

Performance (cumulative, number, bigger is better)						
82a ii	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	7638.16	8362.88	G	n/a	9.49%	n/a
Quarter 1	2252.63	2027.94	R		-9.97%	n/a
Quarter 2	4505.26					
Quarter 3	6757.89					
Quarter 4	9010.52					
06/07						

Comments
 This is the top half of the calculation used for the previous indicator. There will be seasonal variations throughout the year, but performance should on average increase.

Planned Action
 Increase number of residencies on the service. (We are currently discussion with the County Council for an option to collect co-mingled recyclates which will allow us to use smaller, less specialised vehicles and thus access some of the properties that we currently cannot reach. This will increase the volume of recyclates collected and thus improve this BVPI). Develop and increase the publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members.



5	BVPI 82 - Household Waste Management - Recycling & Composting rates			
82b i - Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion.		Trend		
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	37.47%

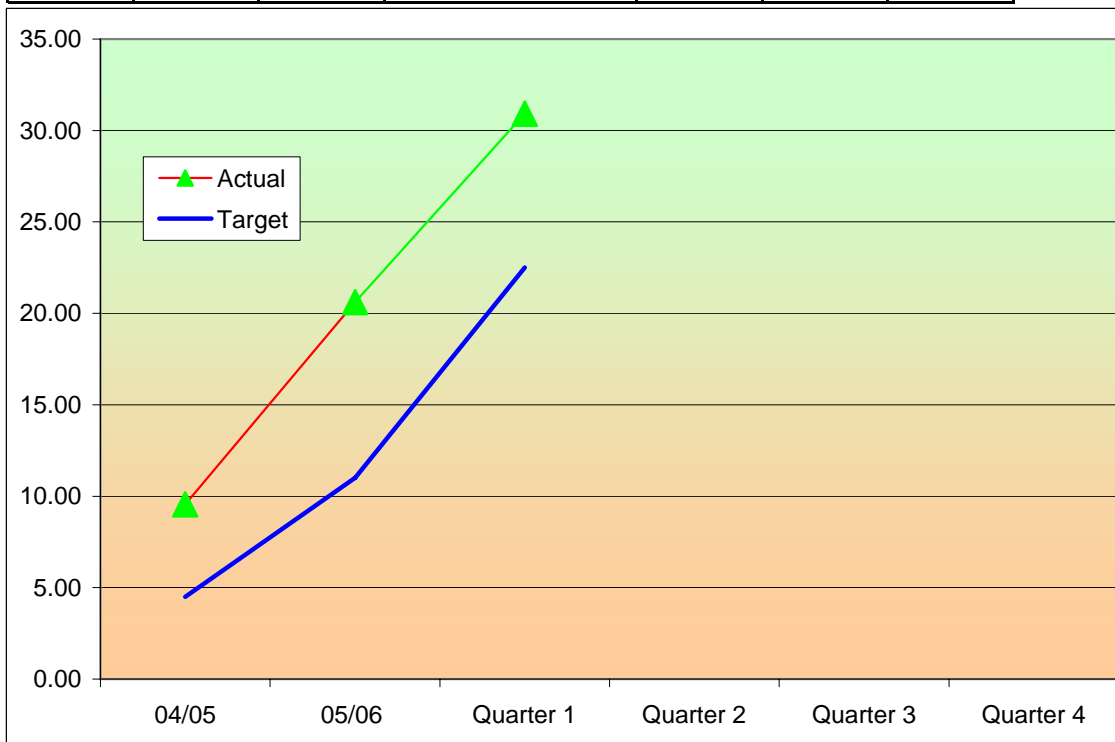
Performance (cumulative, percentage, bigger is better)						
82b i	Target	Actual	Performance	Trend	Variation	Quartile
04/05	4.50	9.56	G		112.44%	2
05/06	11.00	20.62	G		87.45%	1
Quarter 1	22.50	30.93	G		37.47%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This PI continues to be well in excess of the target but will vary throughout the year due to the seasonal change of the waste arisings. Top quartile for Quarter 4 = 10.56 This indicator will fluctuate throughout the year. It is anticipated that the next quarter will show a reduction because of the good weather, meaning that very few people are cutting grass.

Planned Action

New vehicles will arrive during the summer which will allow the service to be extended to areas currently not receiving this service. This will then increase the percentage of waste sent for composting.

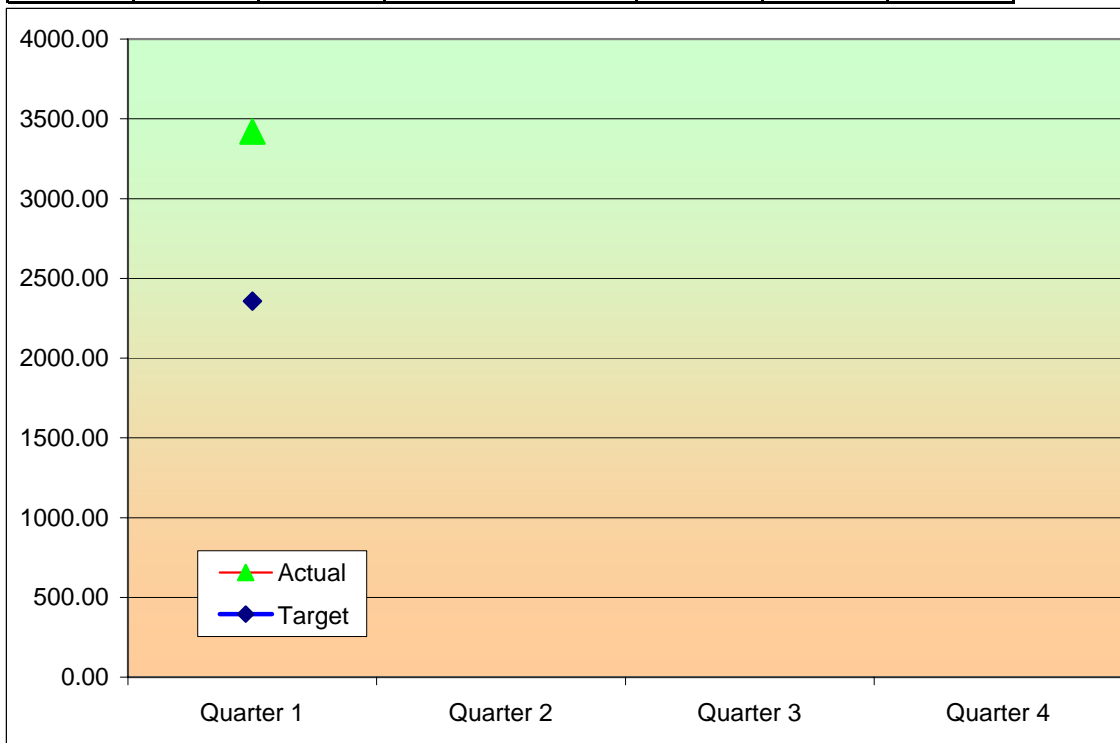




5	BVPI 82 - Household Waste Management - Recycling & Composting rates			
82b ii - The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion.		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	45.11%	




Performance (cumulative, number, bigger is better)						
82b ii	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	3992.52	8635.15	G	n/a	116.28%	n/a
Quarter 1	2357.4	3420.77	G		45.11%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 New vehicles will arrive during the summer which will allow the service to be extended to areas currently not receiving this service. This will then increase the percentage of waste sent for composting. Annual target of 9429.62 divided by 4 to give 2357.4

Planned Action
 New vehicles will arrive during the summer which will allow the service to be extended to areas currently not receiving this service. This will then increase the percentage of waste sent for composting.



6	BVPI 84 - Household Waste Collection		
84a - Number of kilograms of household waste collected per head of the population		Trend	
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target
			-9.62% 

Performance (cumulative, number, smaller is better)						
84a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	392.00	410.70	A		-4.77%	2
05/06	406.00	468.79	R		-15.47%	4
Quarter 1	111.24	121.94	R		-9.62%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

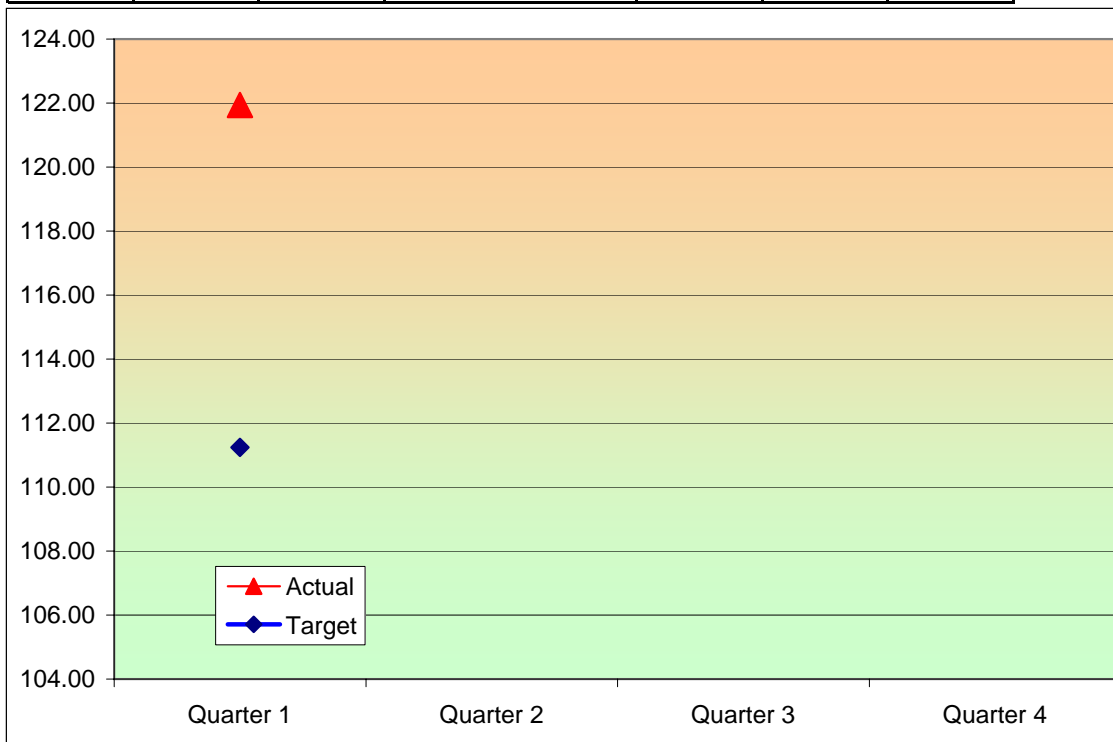
Comments

Popularity of the service has resulted in a greater volume of waste collected than in previous years.

Top Quartile for 2004/05 = 380.8.

Planned Action

Develop and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. A Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.

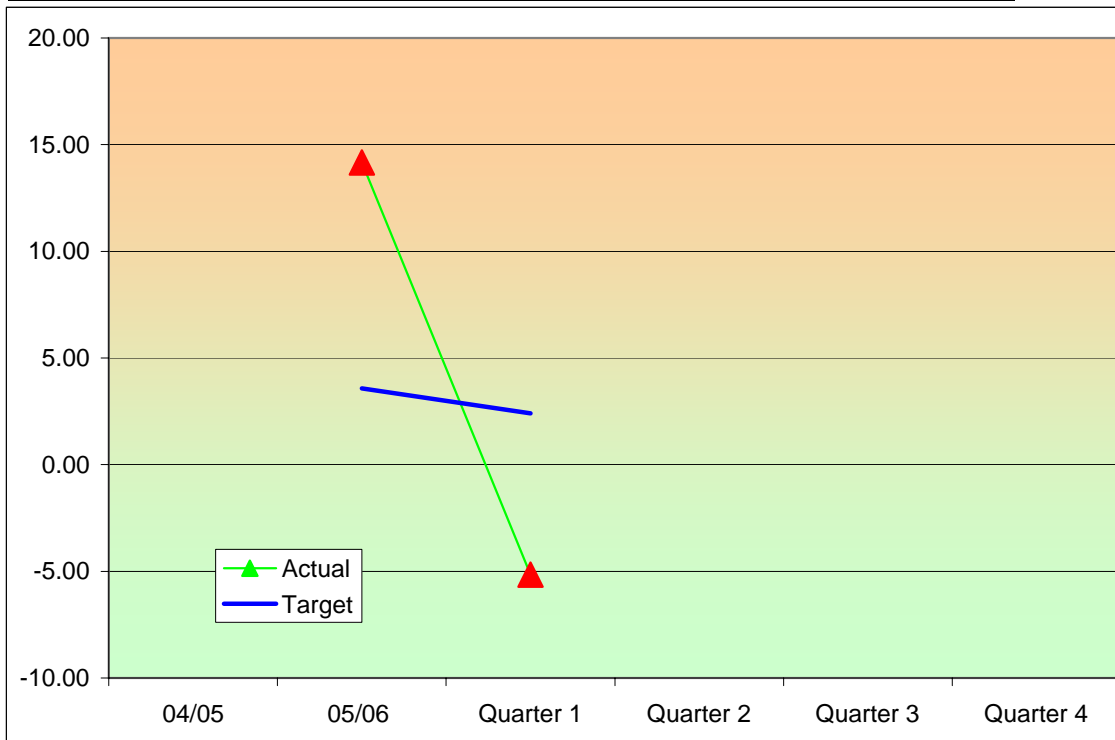


6	BVPI 84 - Household Waste Collection			
84b - Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population		Trend	n/a	
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	

Performance (latest, percentage, smaller is better)						
84b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	3.57	14.16	R	n/a	-296.64%	n/a
Quarter 1	2.40	-5.15	G	↗	-314.58%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 Popularity of the service has resulted in a greater volume of waste collected than in previous years. The service also reaches a greater number of properties than previously. Annual target of 9.61 divided by 4.

Planned Action
 Develop and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. (Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.)

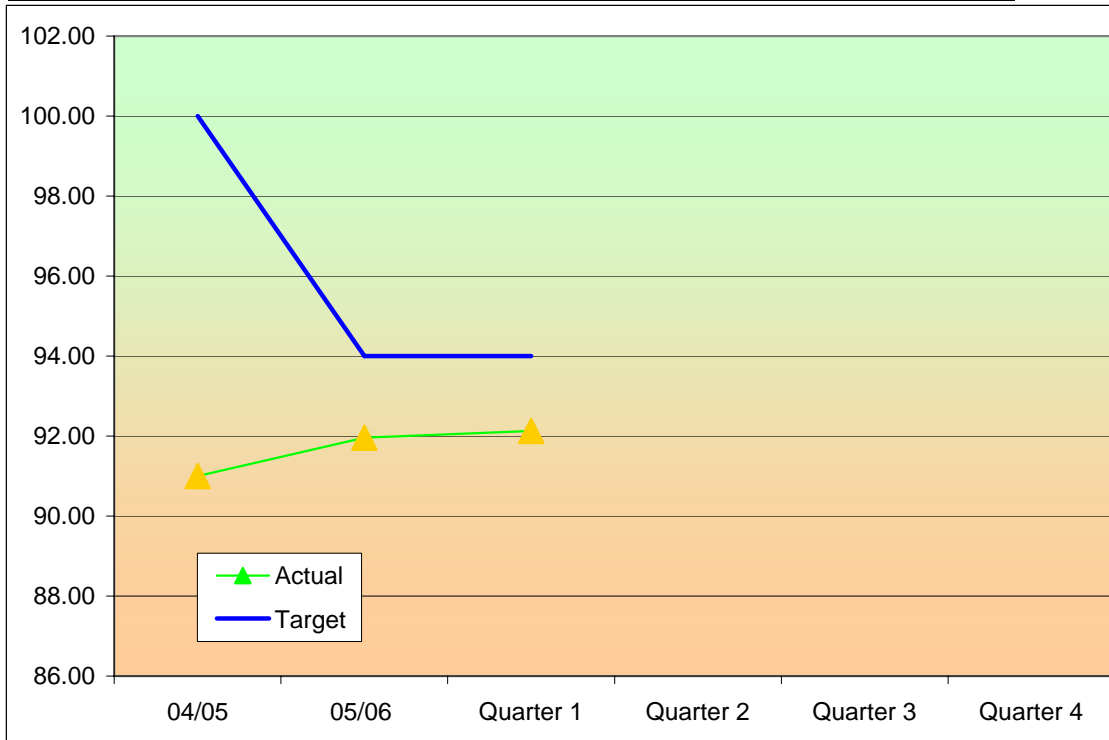


7	BVPI 91 - Kerbside collection of recyclables			
91a - Percentage of households resident in the authority's area served by kerbside collection of recyclables		Trend		
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-1.99%

Performance (latest, percentage, bigger is better)						
91a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	100.00	91.00	A		-9.00%	3
05/06	94.00	91.96	A		-2.17%	3
Quarter 1	94.00	92.13	A		-1.99%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 Top Quartile for Quarter 4 = 100

Planned Action
 Delivery of new vehicles will provide the opportunity to extend the current green waste collection schemes to properties not currently provides with this service. Vehicles are due within the next few weeks. Work is currently being undertaken on rescheduling of routes to maximise the benefits of the new equipment.

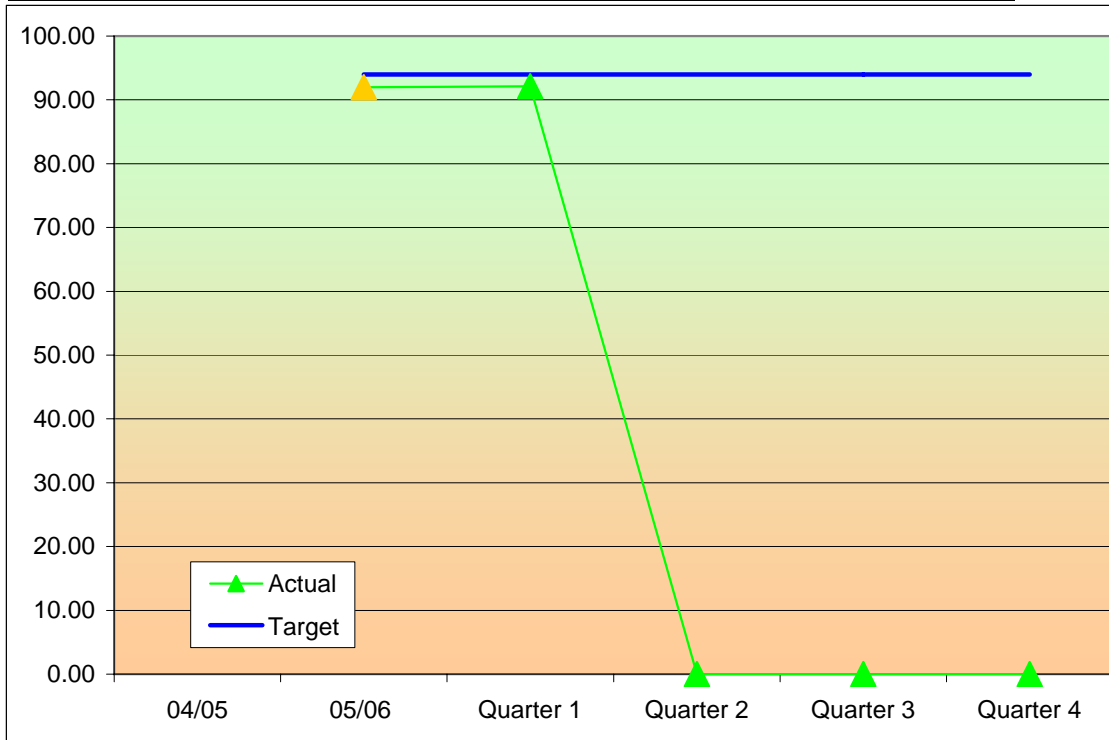


7	BVPI 91 - Kerbside collection of recyclables			
91b - Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables		Trend		
Indicator Owner Mike Bell - Head of Street Scene and Waste Management		Current variation from target	-1.99%	

Performance (latest, percentage, bigger is better)						
91b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	94.00	91.96	A	n/a	-2.17%	n/a
Quarter 1	94.00	92.13	A		-1.99%	n/a
Quarter 2	94.00					
Quarter 3	94.00					
Quarter 4	94.00					
06/07						

Comments
 Comparative information is not available as the indicator is new for 2005/06; however in absolute terms the figure is high. Further improvements are planned.

Planned Action
 Current discussions with the County Council are developing the opportunity to collect recyclables as a co-mingled load. This will mean less specialised vehicles needed for recycling collection and provide the opportunity to extend the scheme to those properties not serviced currently. Because of the lack of disposal facilities able to take co-mingled recyclates this is unlikely to be an option before December 2006. After this date the County Council are confident that they will be able to provide this option.



9	BVPI 109 - Processing of planning applications			
109a - Percentage of major planning applications determined within 13 weeks.		Trend		
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	0.91%	

Performance (latest, percentage, bigger is better)						
109a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	70.00	48.39	R		-30.87%	3
05/06	55.00	35.00	R		-36.36%	4
Quarter 1	55.00	55.50	G		0.91%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

All major applications are considered by Planning Committee and tend to be the more controversial. The applications involve sensitive negotiation and tend to require legal agreements. In addition we do not get a large number of these applications and therefore the percentage figure can fluctuate as the quarter statistics show. Staff capacity issues have significantly affected this performance. 100% for July 2006, although this involves only one application which underlines the importance of each individual major application for the Council.

Top Quartile for Quarter 4 = 71.25

Planned Action

Resolving the capacity issues within Development Control will assist staff in achieving improved performance as resources will impact on workloads and afford staff the opportunity to better manage their caseloads.

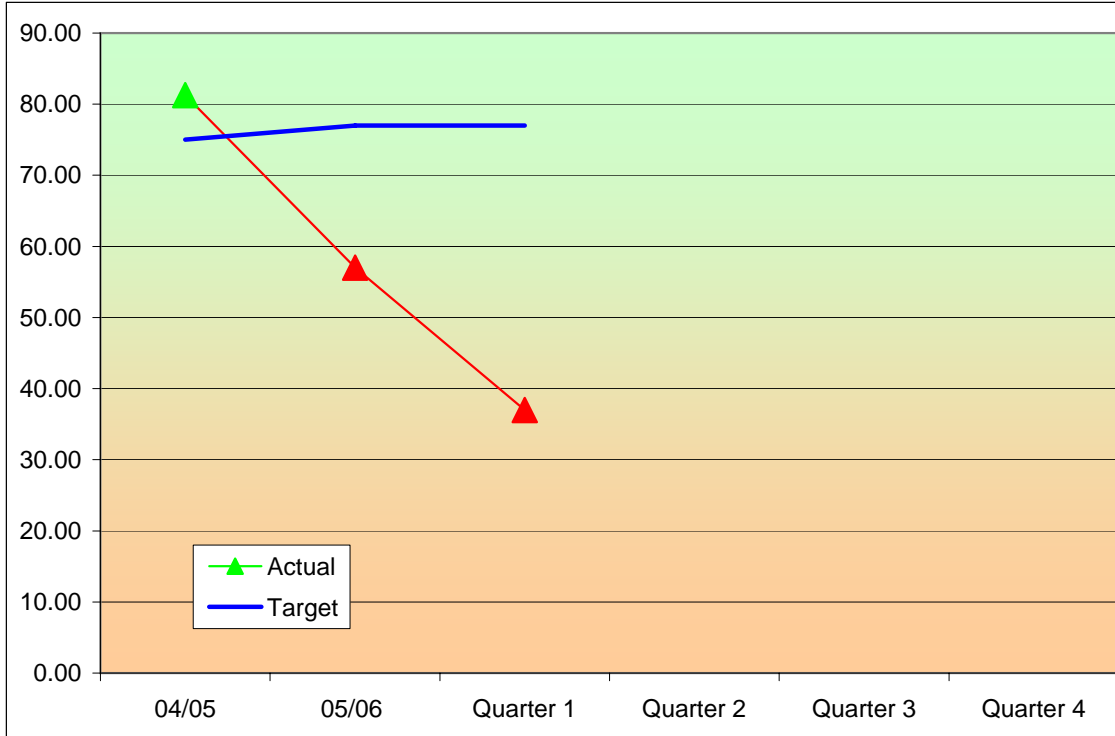


9	BVPI 109 - Processing of planning applications			
109b - Percentage of minor planning applications determined within 8 weeks.		Trend		
Indicator Owner David Hammond - Head of Planning and Environment Services		Current variation from target	-51.95%	

Performance (latest, percentage, bigger is better)						
109b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	75.00	81.25	G		8.33%	1
05/06	77.00	57.00	R		-25.97%	4
Quarter 1	77.00	37.00	R		-51.95%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 The majority of this type of application are dealt with under delegated powers. However, the staffing capacity problems within the Development Control section have badly affected the performance of the unit. Performance - 75% to July 2006.

Top Quartile for Quarter 4 = 75.33



Planned Action
 Resolving the capacity issues within Development Control will improve the Units performance for this target. New staff have been engaged and start dates are awaited.

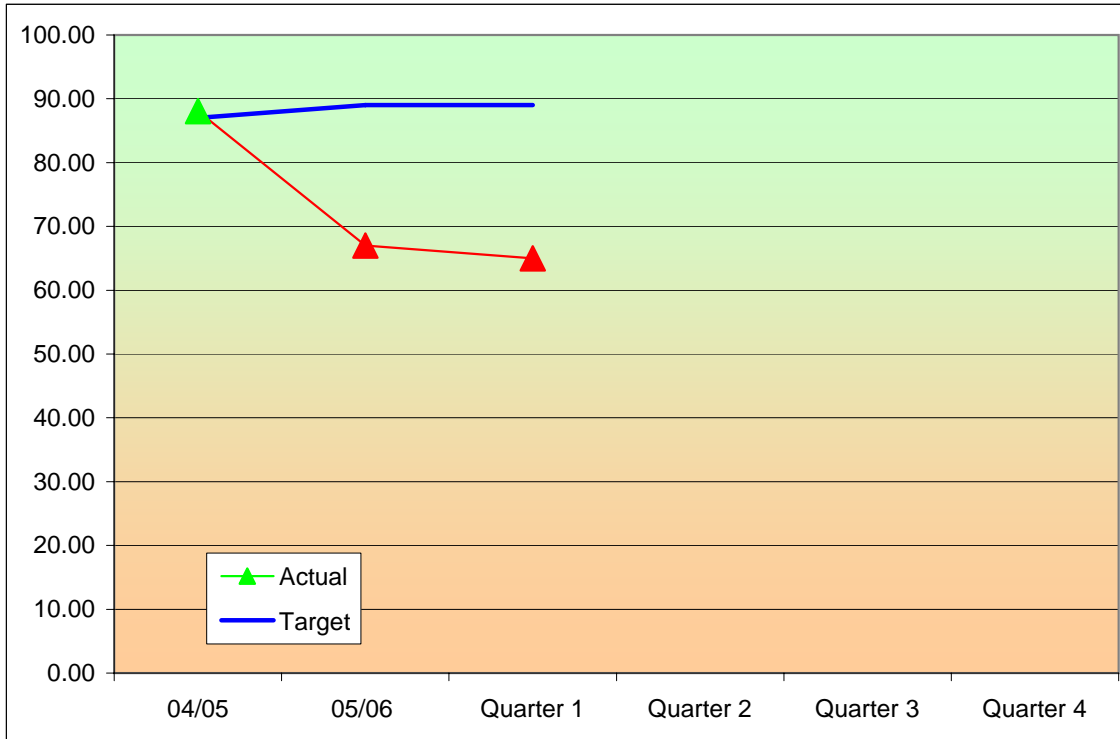
9	BVPI 109 - Processing of planning applications			
109c - Percentage of "other" planning applications determined within 8 weeks.		Trend		
Indicator Owner David Hammond - Head of Planning and Environment Services		Current variation from target	-26.97%	

Performance (latest, percentage, bigger is better)						
109c	Target	Actual	Performance	Trend	Variation	Quartile
04/05	87.00	88.08	G		1.24%	1
05/06	89.00	67.00	R		-24.72%	4
Quarter 1	89.00	65.00	R		-26.97%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 The majority of this type of application are dealt with under delegated powers. However, the staffing capacity problems within the Development Control section have badly affected the performance of the unit. Performance 94% for July 2006.

 Top Quartile for Quarter 4 = 88.03

Planned Action
 Resolving the capacity issues within Development Control will improve the Units performance for this target. New staff have been engaged and start dates are awaited.



10	BVPI 126 - Domestic burglaries per 1,000 households			
Domestic burglaries per year, per 1,000 households in the Local Authority area.		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	26.37%	

Performance (cumulative, number smaller is better)						
126	Target	Actual	Performance	Trend	Variation	Quartile
04/05	15.20	13.80	G		9.21%	4
05/06	13.10	8.86	G		32.37%	3
Quarter 1	3.11	2.29	G		26.37%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

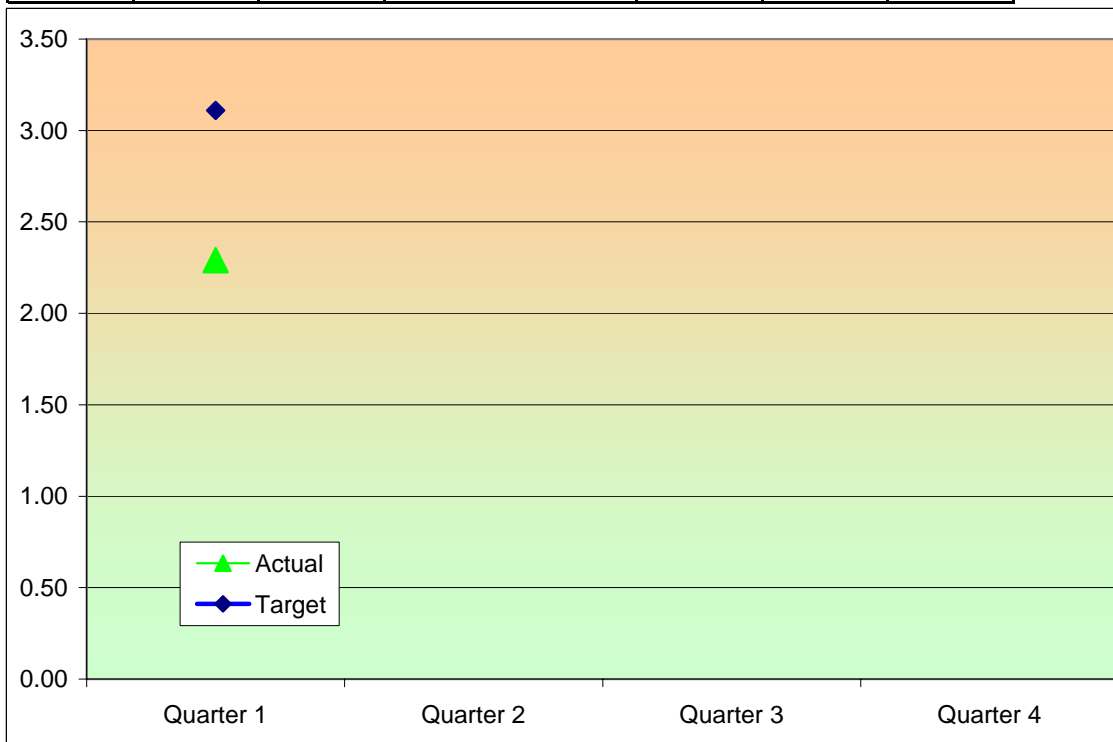
Comments

This indicator measures the number of reported domestic burglaries within the district

Top Quartile for 2004/05 = 6.18

Planned Action

All Community Safety performance information is reviewed on a monthly basis by the Community Safety Partnership to ensure that performance is on target to achieve the 17.5% overall reduction in crime by 2008 as agreed with Government Office West Midlands. In the event of a downturn in performance, the statistics and evidence associated with this indicator will be reviewed by the CDRP Tasking Group and action plans developed to reverse the trend.



11	BVPI 127 - Rates of violent crimes and robberies			
127a - Violent crime per year, per 1,000 population in the Local Authority area		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	0.00%	

Performance (cumulative, number smaller is better)						
127a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	17.40	14.40	G		17.24%	4
05/06	13.80	14.25	A		-3.26%	4
Quarter 1	3.27	3.27	G		0.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

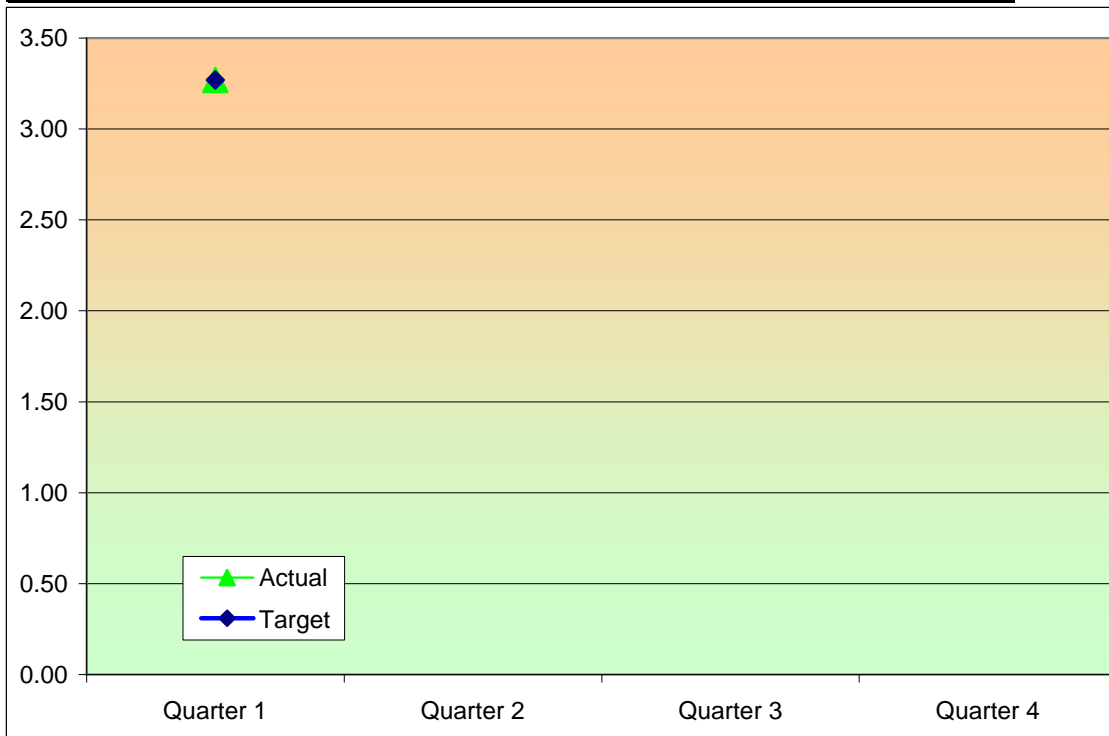
Comments

This indicator measures the number of reported violent crimes within the district

Top Quartile for Quarter 4 = 2.45

Planned Action

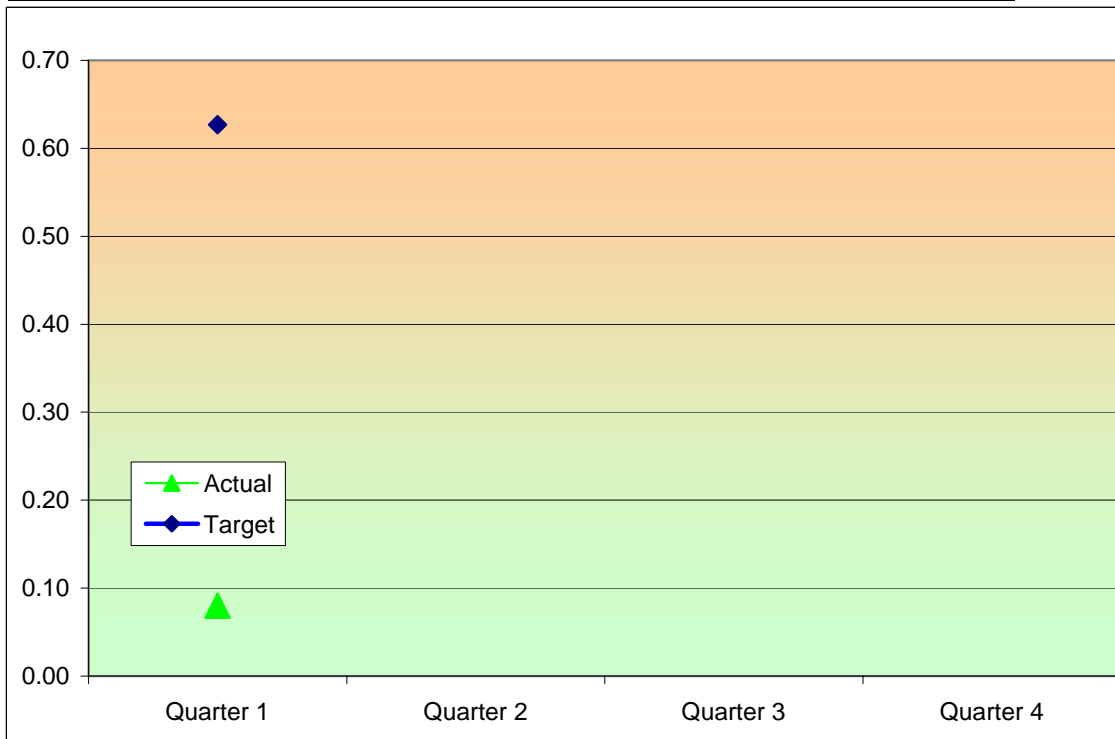
All Community Safety performance information is reviewed on a monthly basis by the Community Safety Partnership to ensure that performance is on target to achieve the 17.5% overall reduction in crime by 2008 as agreed with Government Office West Midlands. In the event of a downturn in performance, the statistics and evidence associated with this indicator will be reviewed by the CDRP Tasking Group and action plans developed to reverse the trend.



11	BVPI 127 - Rates of violent crimes and robberies			
127b - Robberies per year, per 1,000 population in the Local Authority area		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	87.24%	

Performance (cumulative, number smaller is better)						
127b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	0.60	0.44	G	n/a	26.67%	n/a
Quarter 1	0.63	0.08	G		87.24%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
This indicator measures the number of reported violent robberies within the district



Planned Action
All Community Safety performance information is reviewed on a monthly basis by the Community Safety Partnership to ensure that performance is on target to achieve the 17.5% overall reduction in crime by 2008 as agreed with Government Office West Midlands. In the event of a downturn in performance, the statistics and evidence associated with this indicator will be reviewed by the CDRP Tasking Group and action plans developed to reverse the trend.

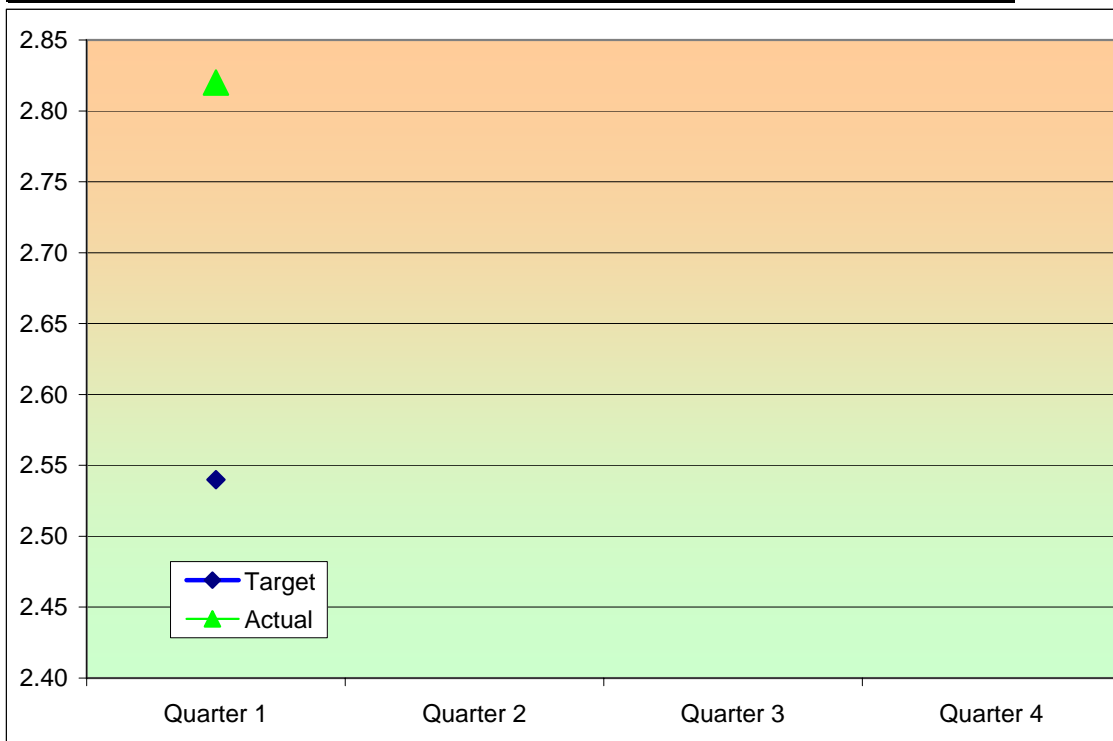
12	BVPI 128 - Vehicle crimes per 1,000 population			
The number of vehicle crimes per year, per 1,000 population in the Local Authority area.		Trend		
Indicator Owner		Current variation from target	-11.02%	
Robbie Hazlehurst - Head of Culture & Community Services				

Performance (cumulative, number smaller is better)						
128	Target	Actual	Performance	Trend	Variation	Quartile
04/05	13.20	11.40	G		13.64%	3
05/06	10.70	9.71	G		9.25%	3
Quarter 1	2.54	2.82	R		-11.02%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This indicator measures the number of reported vehicle crimes within the district

Top Quartile for 2004/05 = 6.84



Planned Action

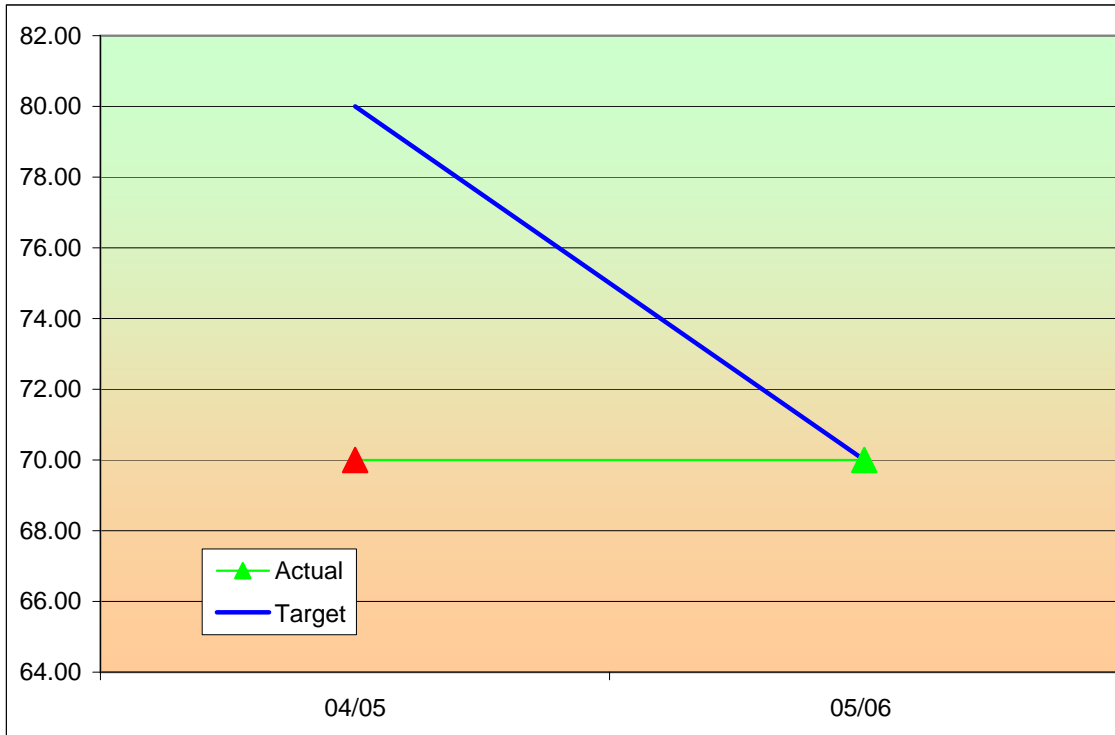
All Community Safety performance information is reviewed on a monthly basis by the Community Safety Partnership to ensure that performance is on target to achieve the 17.5% overall reduction in crime by 2008 as agreed with Government Office West Midlands. In the event of a downturn in performance, the statistics and evidence associated with this indicator will be reviewed by the CDRP Tasking Group and action plans developed to reverse the trend.

The CDRP Tasking Group at its meeting on 20th July considered this issue and has agreed an action plan with the police and other partners to address the issue. A number of elements associated with the action plan evolve around trying to educate car and van owners not to leave valuables on view.

13	BVPI 166a - Environmental Health standards checklist			
Score against a checklist of best practice for Environmental Health		Trend		
Indicator Owner		David Hammond - Head of Planning and Environment Services	Current variation from target	0.00%

Performance (latest, percentage, bigger is better)						
166a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	80.00	70.00	R		-12.50%	4
05/06	70.00	70.00	G		0.00%	4
06/07						

Comments
 This is an annual indicator which represents a “snapshot” in time. It is therefore inappropriate to report on a quarterly basis but will be recorded in quarter 4.



Planned Action
 Review of policies, procedures and delegations to ensure prioritisation of high risk activities. Implementation of suitable and sufficient reporting, benchmarking and support systems. Provision of targetted educational programmes within existing capacity. Enhanced consultation with stakeholders affected by the service regarding satisfaction levels. Recruitment and retention issues to be followed up with HR.

14	BVPI 170 - Visits to and use of museums			
170a - The number of visits to/usages of local authority funded or part-funded museums in the year, per 1,000 population		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	57.92%	

Performance (latest, percentage, bigger is better)						
170a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	25.00	24.31	A		-2.76%	4
05/06	28.00	21.24	R		-24.14%	4
Quarter 1	6.25	9.87	G		57.92%	
Quarter 2	12.50	0.00				
Quarter 3	18.75					
Quarter 4	25.00					
06/07						

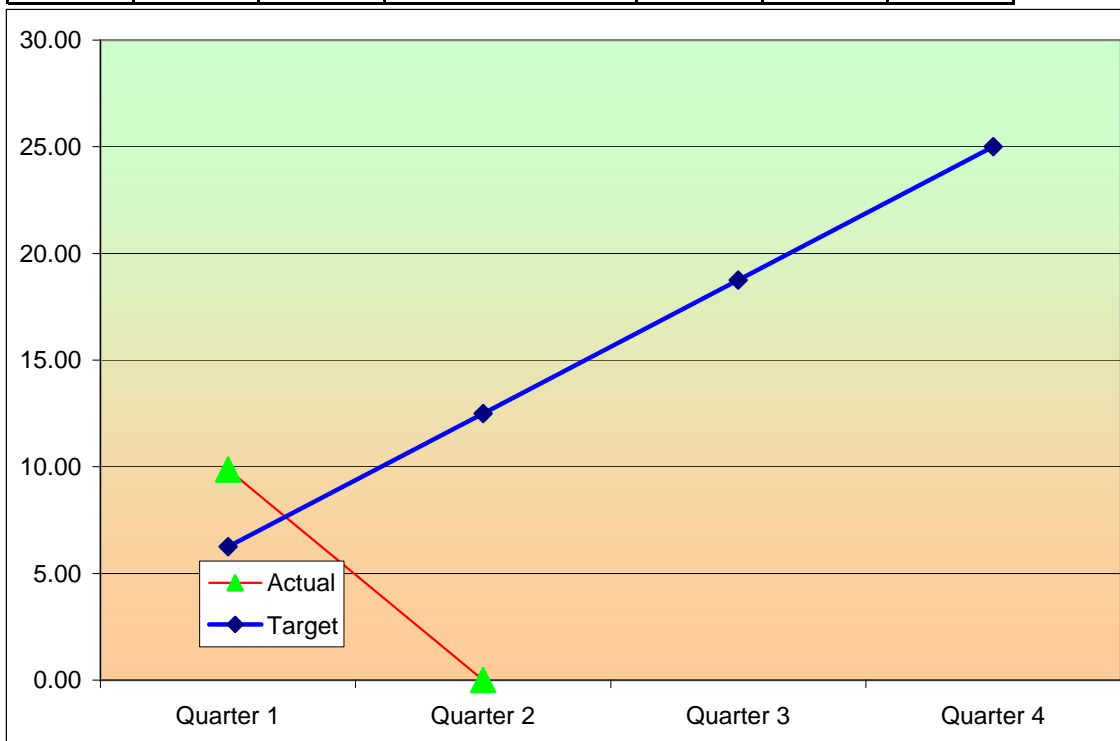
Comments

This indicator measures the number of visits and usages of the Bromsgrove Museum

Bottom quartile = 98.

Planned Action

A programme of temporary exhibitions is being developed to attract both new and repeat visits to the museum. The increase in figures this quarter are as a result of the 'Big Bertha' exhibition.



14	BVPI 170 - Visits to and use of museums			
170b - The number of visits to/usages of local authority funded or part-funded museums that were in person, per 1,000 population		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	128.25%	

Performance (latest, percentage, bigger is better)						
170b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	24.00	23.08	A		-3.83%	0
05/06	26.00	12.93	R		-50.27%	4
Quarter 1	4.00	9.13	G		128.25%	
Quarter 2	8.00	0.00				
Quarter 3	12.00					
Quarter 4	16.00					
06/07	16.00					

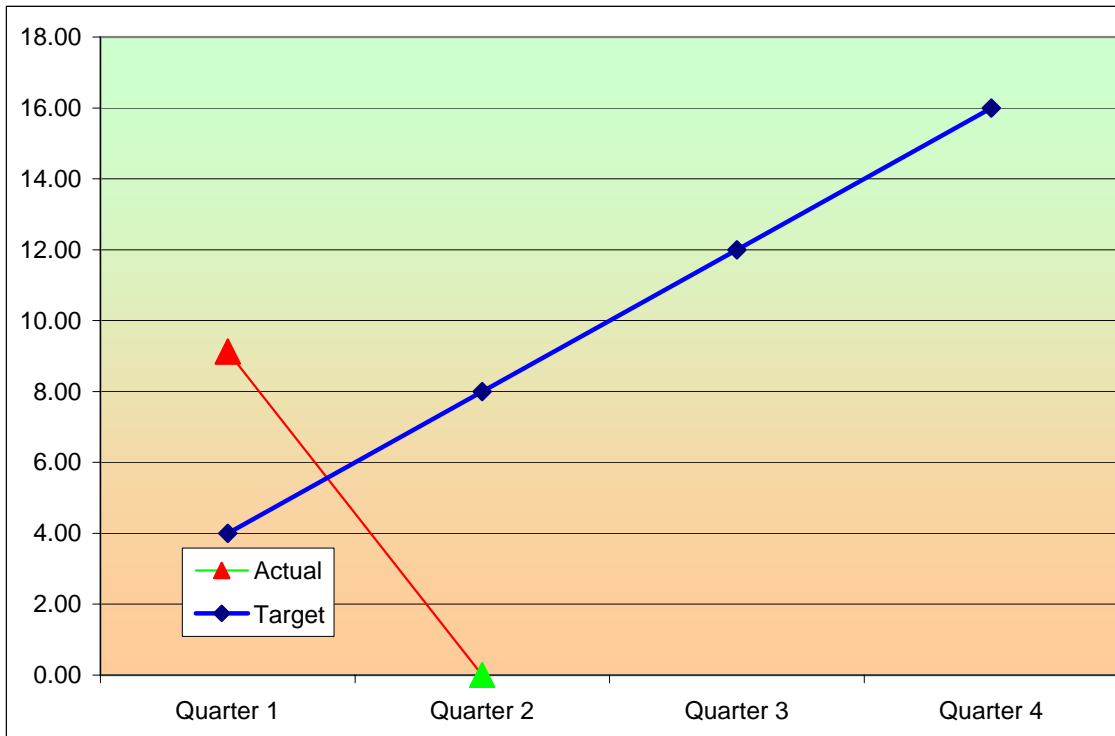
Comments

This indicator measures the number of visits in person to the Bromsgrove Museum

Top Quartile for 2004/05 = 466

Planned Action

A programme of temporary exhibitions is being developed to attract both new and repeat visits to the museum. The increase in figures this quarter are as a result of the 'Big Bertha' exhibition.



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

Performance (latest, percentage, bigger is better)						
170c	Target	Actual	Performance	Trend	Variation	Quartile
04/05	750.00	539.00	R		-28.13%	0
05/06	800.00	474.00	R		-40.75%	3
Quarter 1	150.00	261.00	G		74.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

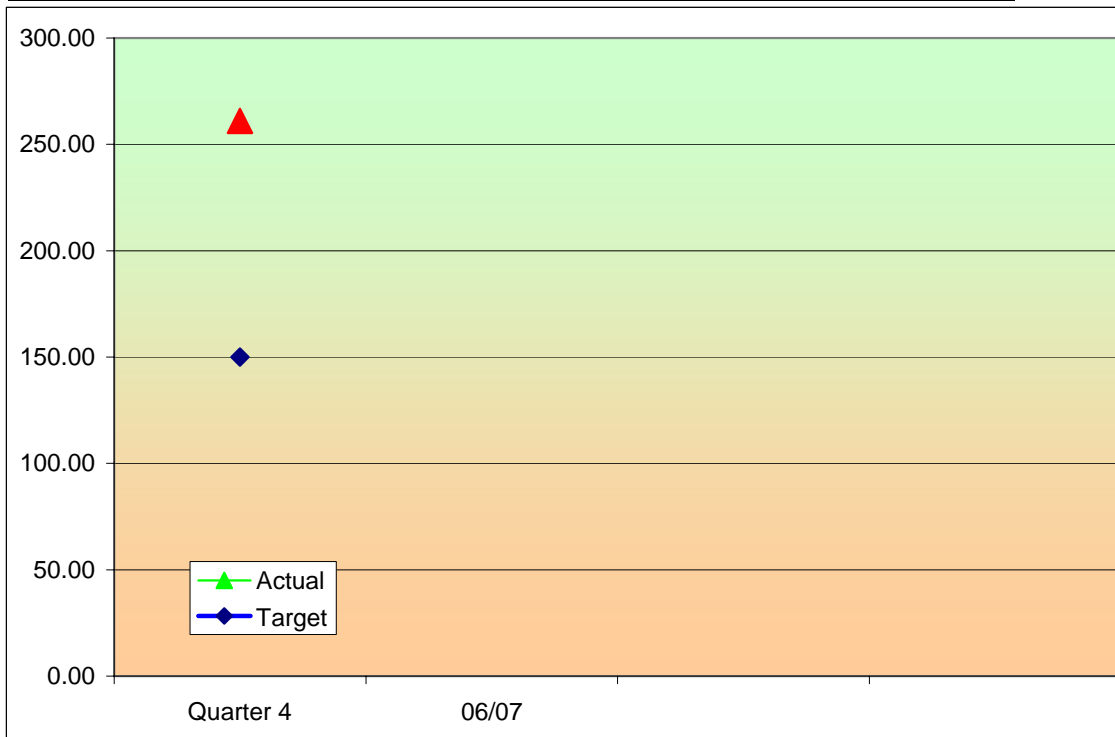
Comments

This indicator measures the number of pupils visiting the Bromsgrove Museum

Top Quartile for Quarter 4 = 3181

Planned Action

A programme of temporary exhibitions is being developed to attract both new and repeat visits to the museum. The increase in figures this quarter are as a result of the 'Big Bertha' exhibition.



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

Performance (latest, percentage, bigger is better)						
175	Target	Actual	Performance	Trend	Variation	Quartile
04/05	not set	0.00	n/a	n/a	n/a	n/a
05/06	100.00	n/a	n/a	n/a	n/a	n/a
Quarter 1	100.00	0.00	n/a	n/a	n/a	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 There have been no reported racial incidents to the Council during the year.

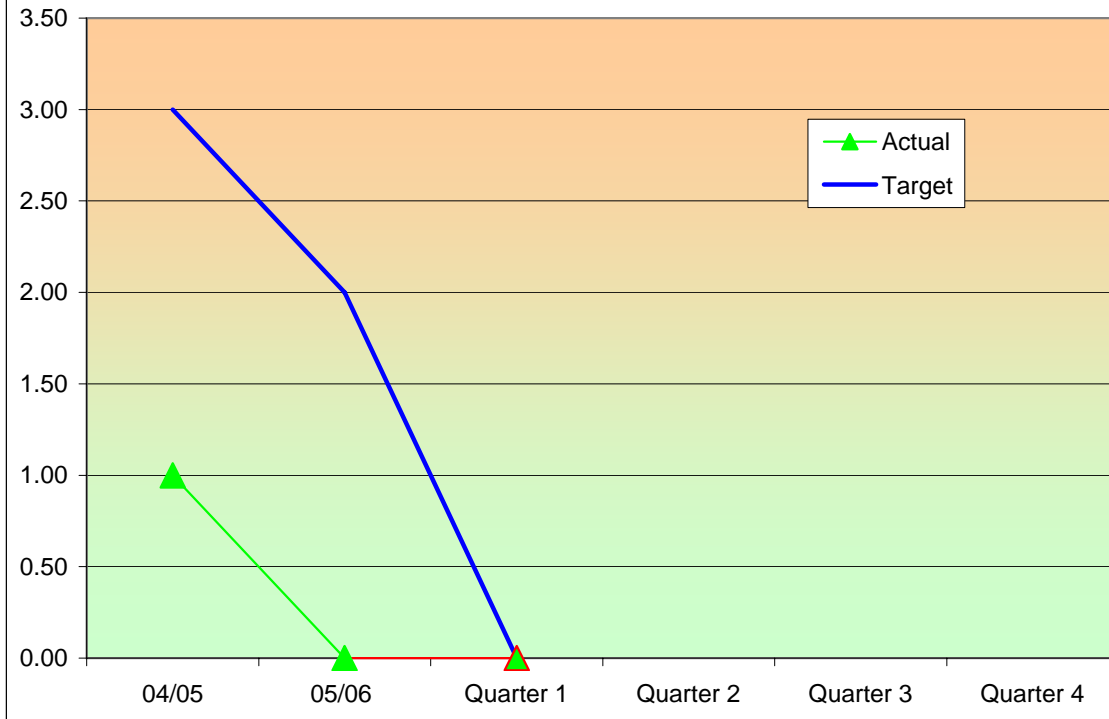
Planned Action
 The Council is currently improving its approach to diversity and reviewing its systems for collecting this indicator to ensure that they are robust. As part of the Council's improvement plan, an additional performance officer will join the Corporate Communications, Policy & Performance Team. This officer will review the calculation of this indicator.

16	BVPI 183 - Length of stay in temporary accommodation			
183a - The average length of stay in bed and breakfast accommodation of households that are unintentionally homeless and in priority need		Trend		
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	0%	

Performance						
183a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	3.00	1.00	G		66.67%	2
05/06	2.00	0.00	G		100.00%	1
Quarter 1	0.00	0.00	G		0.00%	1
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

We continue to make no use of B & B for household that include children & expectant mothers .



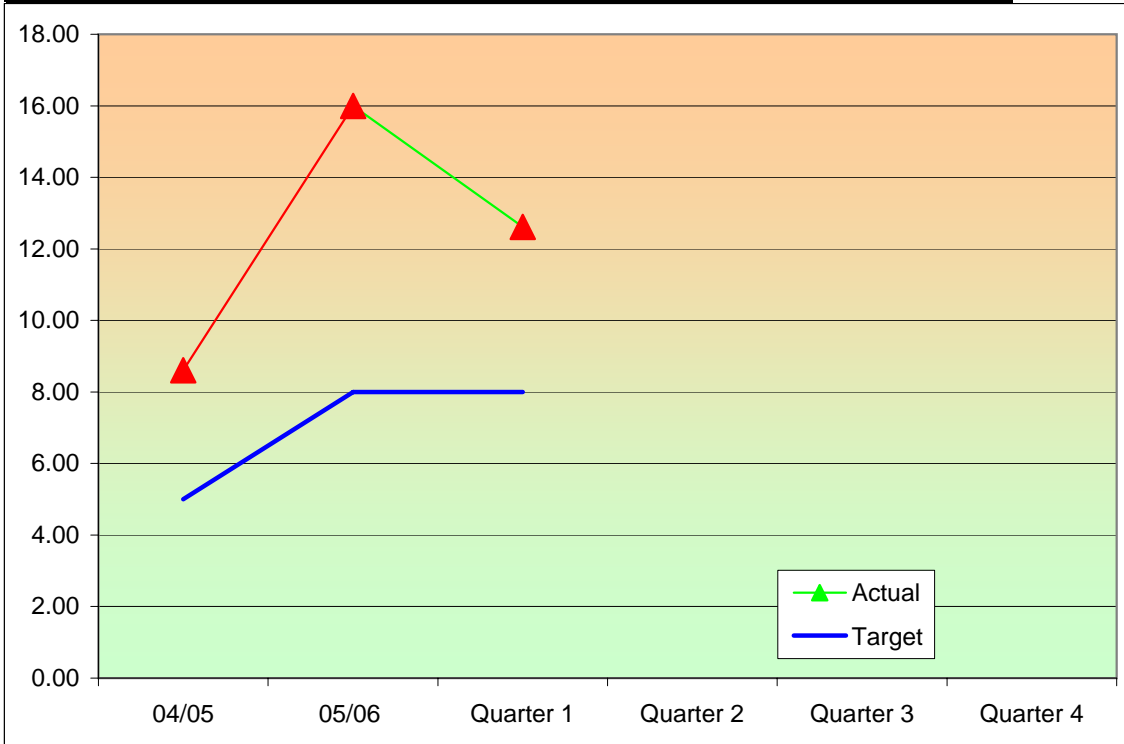
Planned Action

Any action that we take in respect of the hostel will be carried out with full regard to this PI.

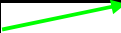

16	BVPI 183 - Length of stay in temporary accommodation		
183b - The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.		Trend	
Indicator Owner		Current variation from target	-57.63%
David Hammond - Head of Planning and Environment Services			

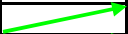
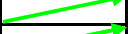
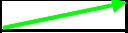
Performance						
183b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	5.00	8.61	R		-72.20%	2
05/06	8.00	16.00	R		-100.00%	3
Quarter 1	8.00	12.61	R		-57.63%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 Down slightly from 16 weeks for 2005/06. There is some doubt about this figure as it appears to not include a family that was in a hostel for 21 months. I am still awaiting confirmation from BDHT. Any alteration will be reported in the 2nd quarter.



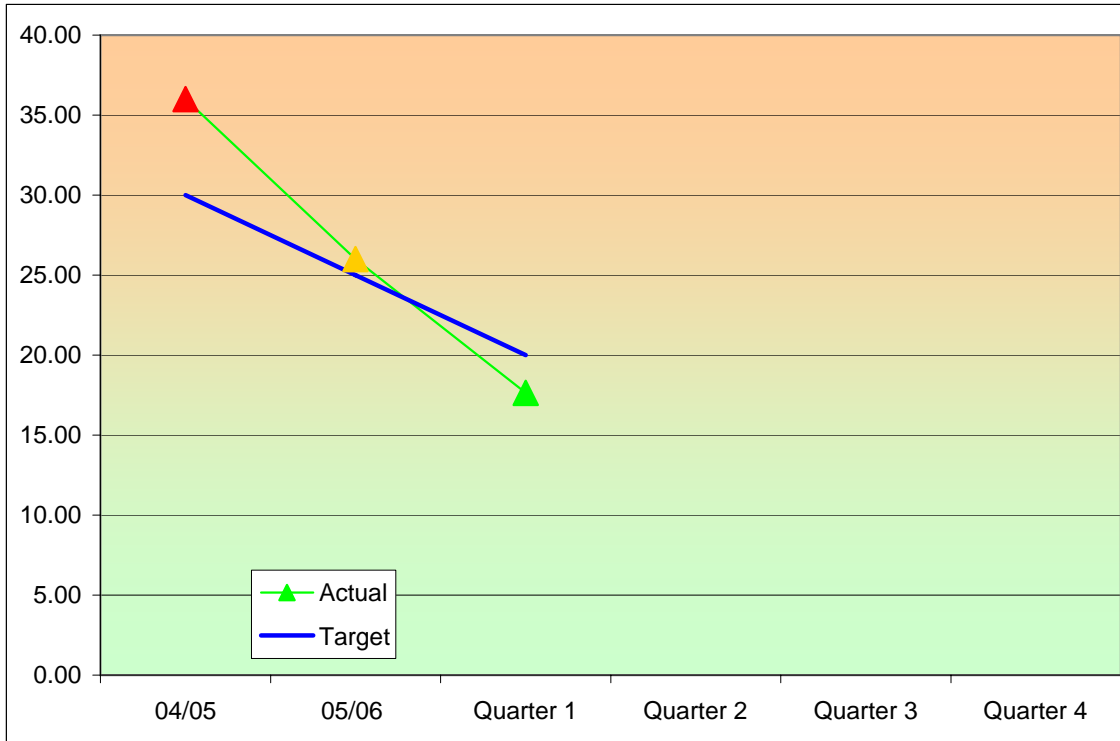
Planned Action
 We are extending the use of dispersed temporary accommodation with the assistance of BDHT & other RSL's. The ultimate aim is to decommission the hostels in their current format and provide better quality temporary accommodation & lessen the reliance on hostels. This will have a significant impact on this PI

17	BVPI 199 - Local street and environmental cleanliness		
199a - The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level.		Trend	
Indicator Owner		Current variation from target	11.75% 
Mike Bell - Head of Street Scene and Waste Management			

Performance						
199a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	30.00	36.00	R		-20.00%	4
05/06	25.00	26.00	A		-4.00%	4
Quarter 1	20.00	17.65	G		11.75%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

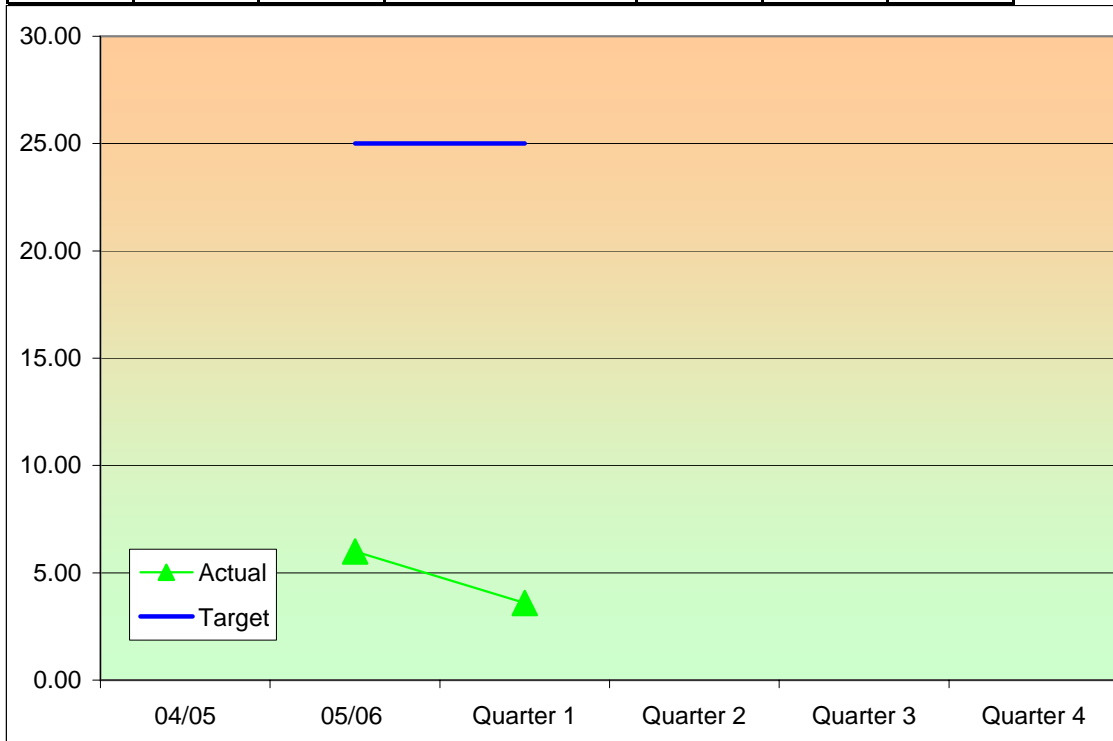
Comments
The inspection regime has been completed and is showing a steady improvement on last year's figures.

Planned Action
Implementation of the Street Scene Strategy will continue to improve this indicator. Vehicles are being ordered and staff employed following scheduling of the street cleansing programme. It is anticipated that the full programme will commence in July 2006 once vehicles have been delivered. However some improvements will be seen before then as additional staff are employed during the next 2 months. Dedicated litter pickers have been introduced within Charford and Sidemoor and are already generating positive feedback from local residents.



17	BVPI 199 - Local street and environmental cleanliness			
199b - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	85.64%	

Performance						
199b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	25.00	6.00	G	n/a	76.00%	n/a
Quarter 1	25.00	3.59	G		85.64%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						



Comments

This indicator is currently above target (the lower the figure the better the performance). Once the graffiti vehicle is delivered, performance will improve further. The inspection regime has been completed, with the figure showing an improvement on last year's.

Planned Action

Implementation of the Street Scene Strategy will continue to improve this indicator. Vehicles are being ordered and staff employed following scheduling of the street cleansing programme. It is anticipated that the full programme will commence in July 2006 once vehicles have been delivered. However some improvements will be seen before then as additional staff are employed during the next 2 months. Dedicated litter pickers have been introduced within Charford and Sidemoor and are already generating positive feedback from local residents.

17	BVPI 199 - Local street and environmental cleanliness			
199c - The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	94.76%	

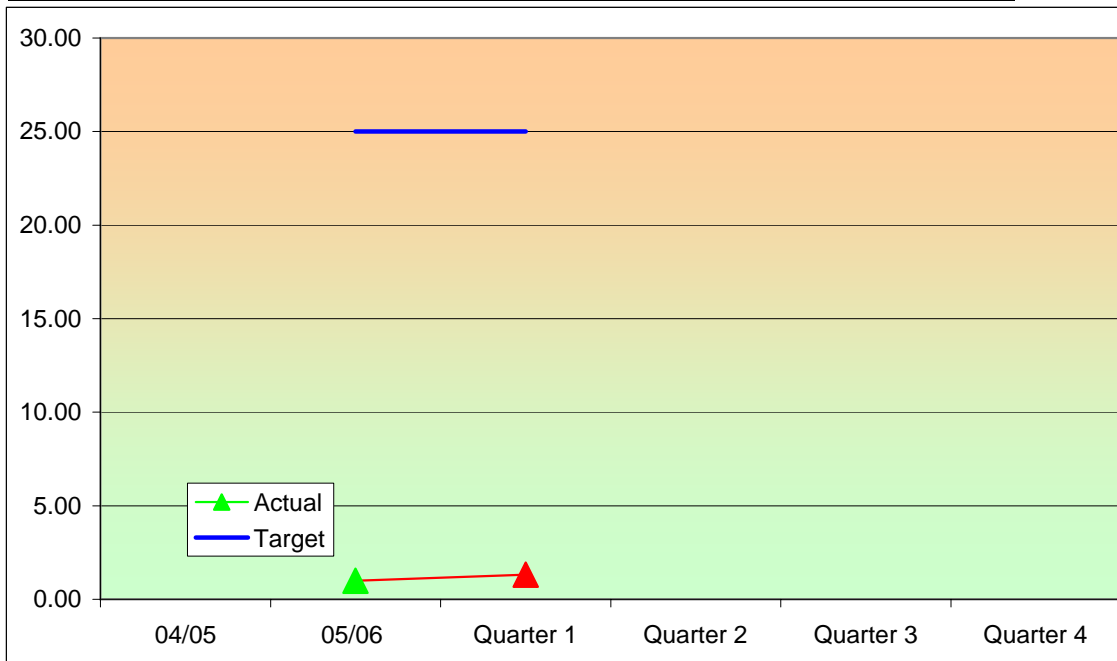
Performance (Smaller is better)						
199c	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	25.00	1.00	G	n/a	96.00%	n/a
Quarter 1	25.00	1.31	R		94.76%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

With this indicator the lower the figure the better the performance. Indicator updated on a 4-monthly basis, so information will be available for Quarter 2.

Planned Action

Implementation of the Street Scene Strategy will continue to improve this indicator. Vehicles are being ordered and staff employed following scheduling of the street cleansing programme. It is anticipated that the full programme will commence in July 2006 once vehicles have been delivered. However some improvements will be seen before then as additional staff are employed during the next 2 months. Dedicated litter pickers have been introduced within Charford and Sidemoor and are already generating positive feedback from local residents



17	BVPI 199 - Local street and environmental cleanliness			
199d - The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	0.00%	

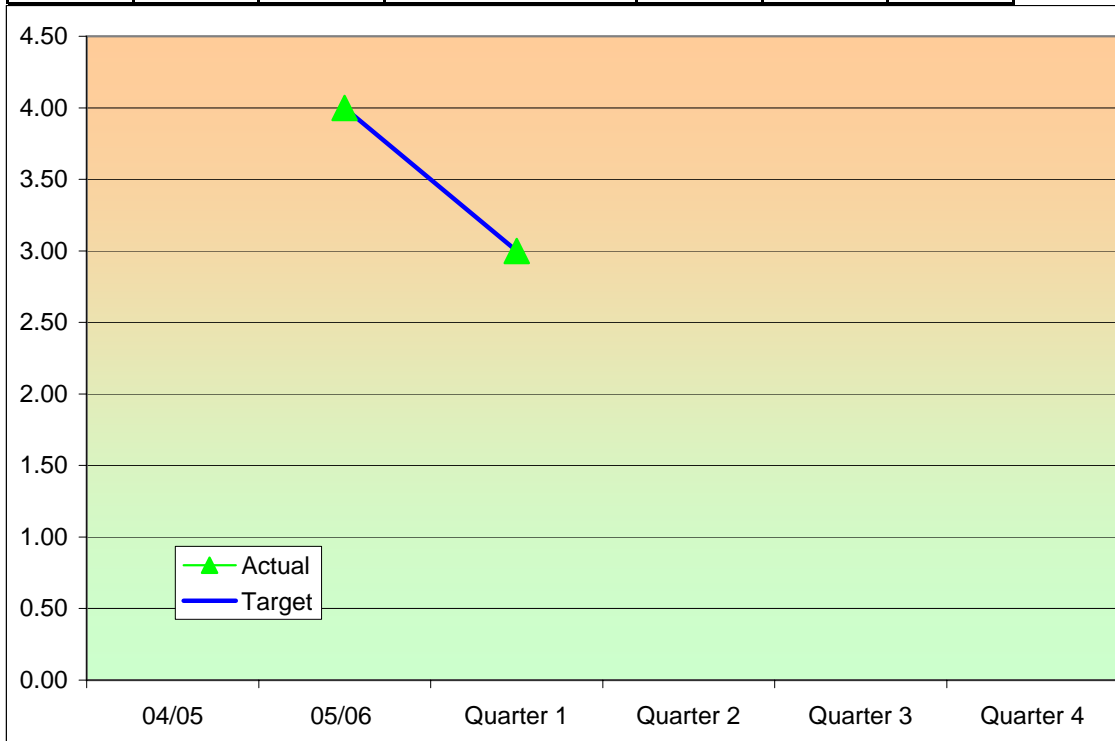
Performance (Bigger is better)						
199d	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	4.00	4.00	New	n/a	n/a	n/a
Quarter 1	3.00	3.00	G		0.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This indicator measures the reduction in fly tips reported and the increase in enforcement action being taken. A score of 1 is the highest possible, with 4 being the lowest.

Planned Action

Collaboration between Environmental Health Officers, Neighbourhood Wardens and Legal Services in order to increase the enforcement actions taken. Within the last quarter, 2 enforcement actions have been instigated compared with zero in the last year.

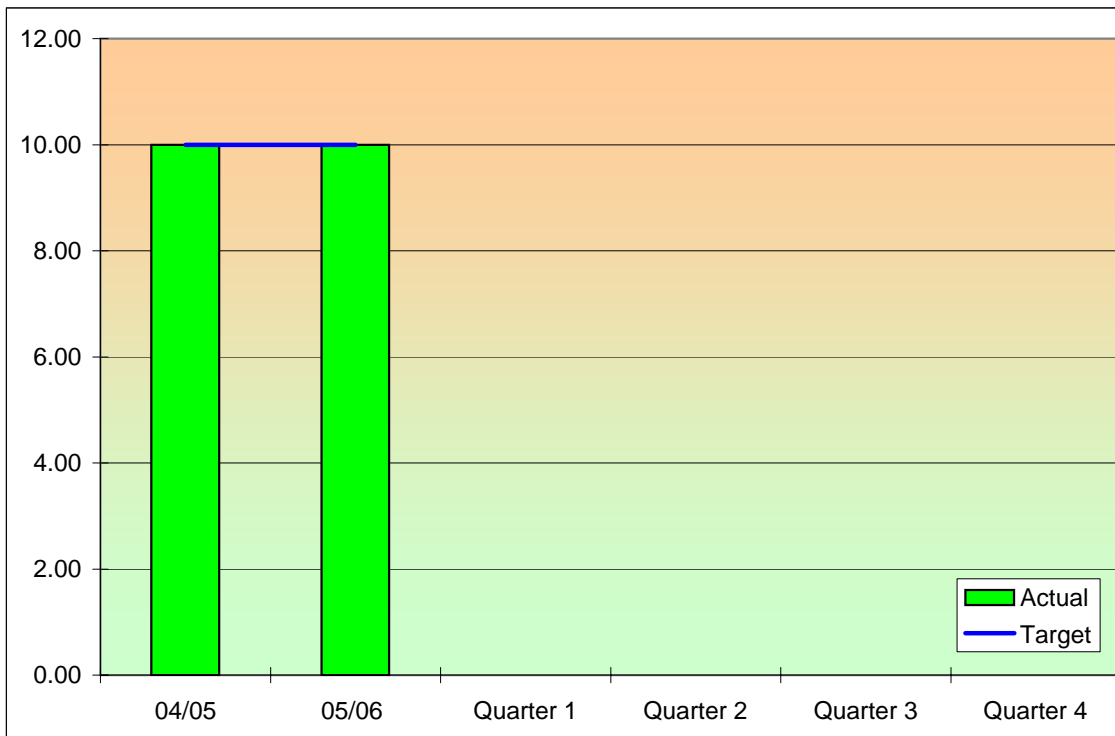


19	BVPI 202 - Number of rough sleepers				
The number of people sleeping rough on a single night within the area of the Authority		Trend			
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	0.00%		

Performance						
202	Target	Actual	Performance	Trend	Variation	Quartile
04/05	<10	<10	G	n/a	0.00%	n/a
05/06	<10	<10	G		0.00%	n/a
Quarter 1	0	0	G		0.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

There are no reports of rough sleepers in the district but a rough sleeper count is scheduled for October.



Planned Action

We do not have to carry out a rough sleeper count if the estimated numbers of rough sleepers are below 10 which they are. However best practice is that a rough sleeper count is carried out every 3-5 years. This has never been done in Bromsgrove. ODPM guidance states that the best time to carry out a count is either the spring or autumn. The housing inspection has meant that this was unable to be slotted into work plans this spring but we aim to carry out a count in the autumn of 2006.

20	BVPI 203 - Change in number of families in temporary accommodation			
The percentage change in the average number of families placed in temporary accommodation.		Trend		
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	72%	

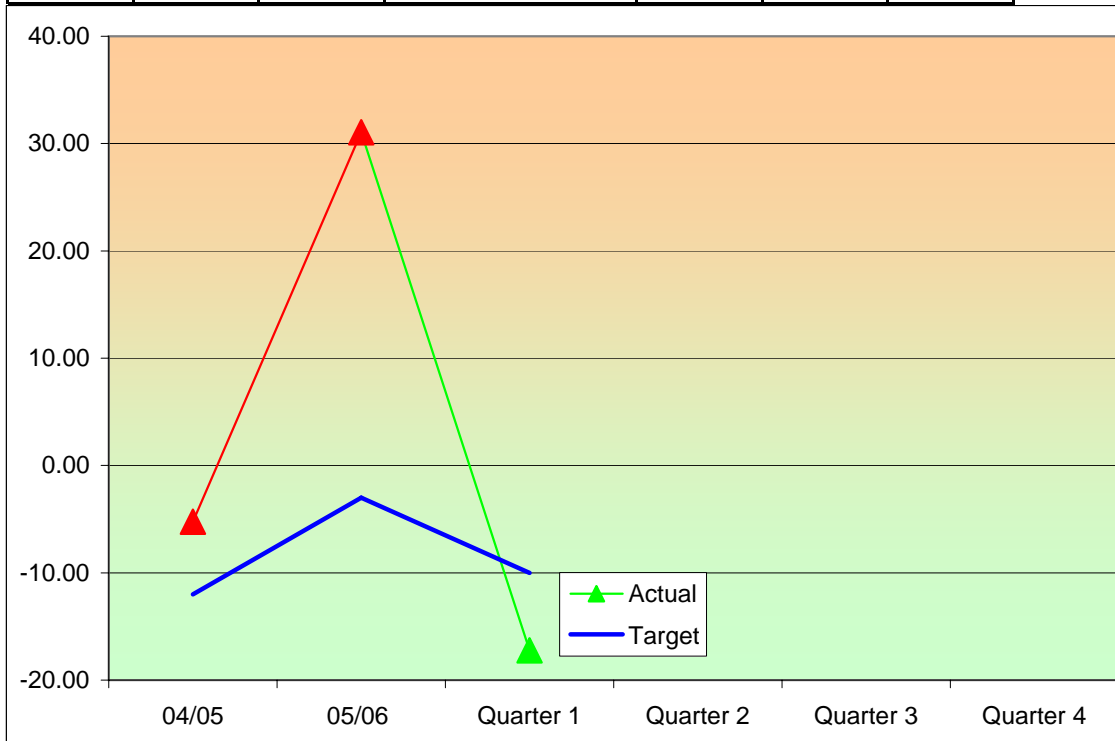
Performance						
203	Target	Actual	Performance	Trend	Variation	Quartile
04/05	-12.00	-5.23	R	n/a	-56.42%	4
05/06	-3.00	31.04	R		-1134.67%	4
Quarter 1	-10.00	-17.24	G		72.40%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

There is some doubt about the mechanism used to report this figure. Clarification is being sought from DCLG. Any alteration will be reported in the 2nd quarter.

Planned Action

We plan to deliver 80 new affordable homes in 2006/7 in partnership with RSL's. 'Right to Buy' sales have dropped considerably since stock transfer and we are now more than keeping pace with replacing properties lost. These 80 properties should make an impact on families currently in temporary accommodation provided issues outside our control do not impact on this aim.



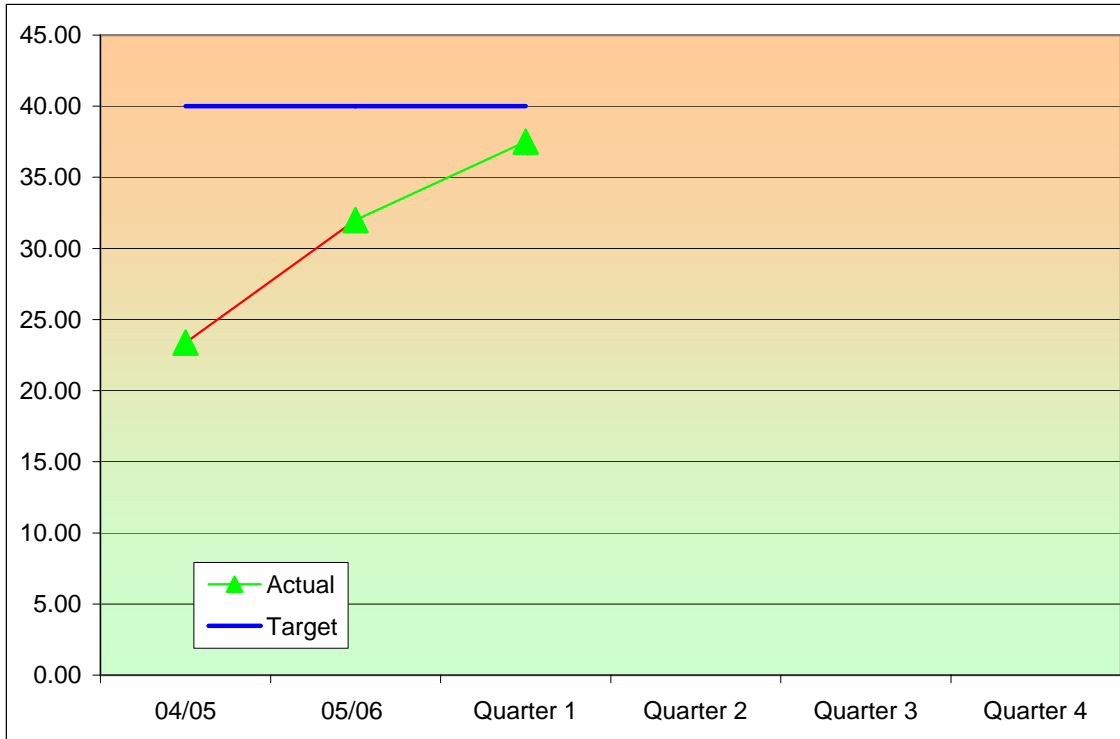
21	BVPI 204 - Planning appeals			
The number of planning appeal decisions allowed against the Authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.		Trend		
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	6.25%	G

Performance						
204	Target	Actual	Performance	Trend	Variation	Quartile
04/05	40.00	23.38	G	n/a	41.55%	1
05/06	40.00	32.00	G		20.00%	3
Quarter 1	40.00	37.50	G		6.25%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
The Council was able to defend its decision on planning applications at appeal within target, despite capacity issues within Development Control.

Top Quartile for Quarter 4 = 24.

Planned Action
No further action is planned at this stage. The priority for Planning is the recruitment drive to help improve the speed of processing applications.

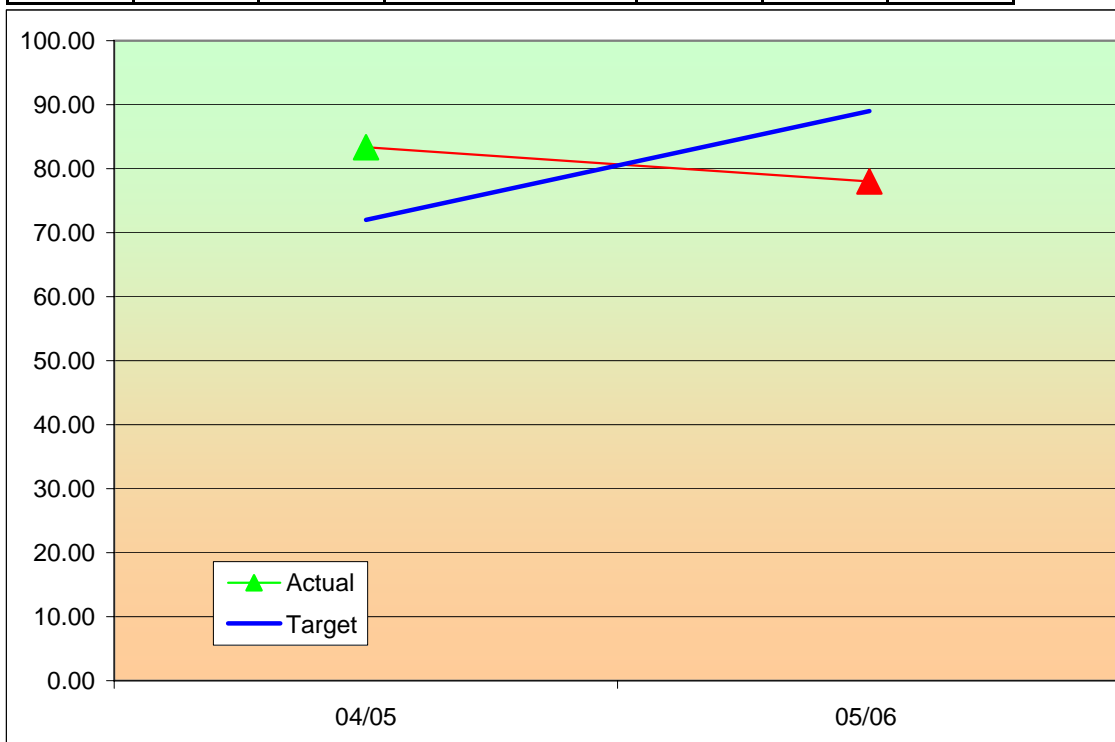


22	BVPI 205 - Quality of Planning Services checklist		
The Local Authority's score against a "quality of services" checklist		Trend	
		Current variation from target	
Indicator Owner	David Hammond - Head of Planning and Environment Services		

Performance (latest, percentage, bigger is better)						
205	Target	Actual	Performance	Trend	Variation	Quartile
04/05	72.00	83.33	G	n/a	15.74%	2
05/06	89.00	78.00	R		-12.36%	3
06/07						

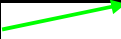



Comments

No Urban Designer available. Indicator updated annually.



Planned Action

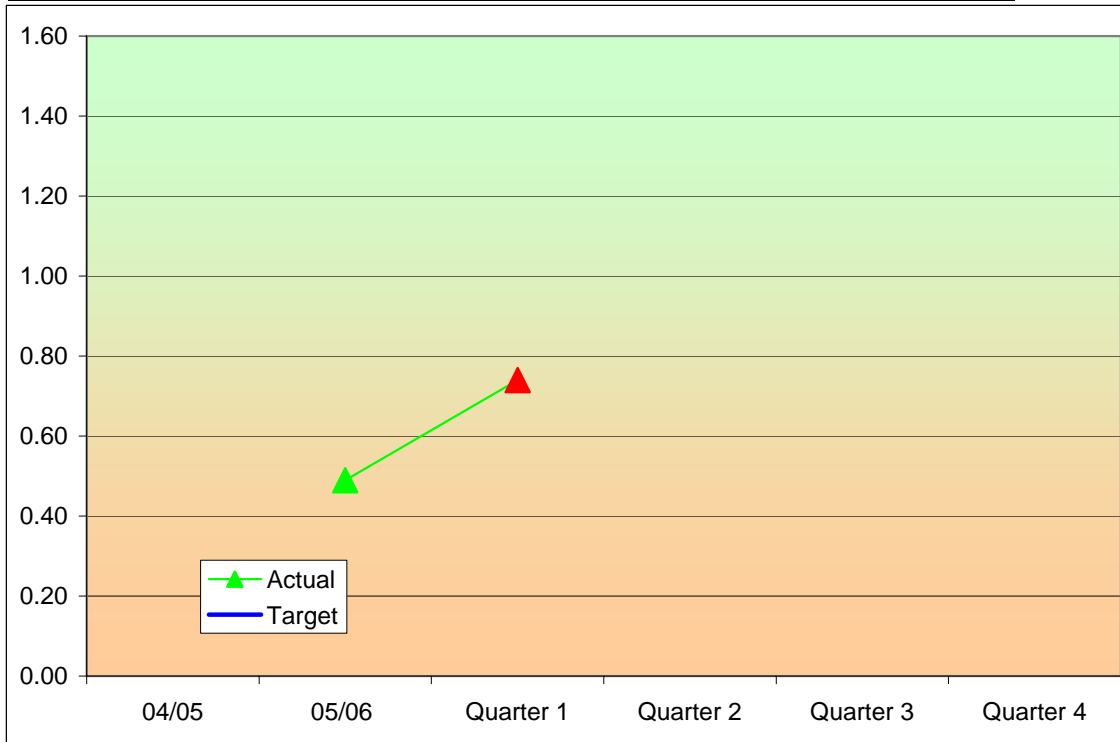
The Council has recently approved the spatial business case to improve its computer systems and fully comply with the Governments E- targets.

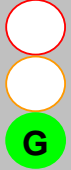
23	BVPI 213 - Housing Advice Service: preventing homelessness		Trend 	  
Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation, (expressed as a number per 1000 households)		Current variation from target		
Indicator Owner	David Hammond - Head of Planning and Environment Services			

Performance (latest, number, bigger is better)						
213	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	n/a	0.49	n/a	n/a	n/a	n/a
Quarter 1	1.50	0.74	R		-50.67%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
This is expressed as a %. Calculation is made by dividing the number of cases by the number of households. We are improving. The actual figure for Quarter 1 was 26 cases.

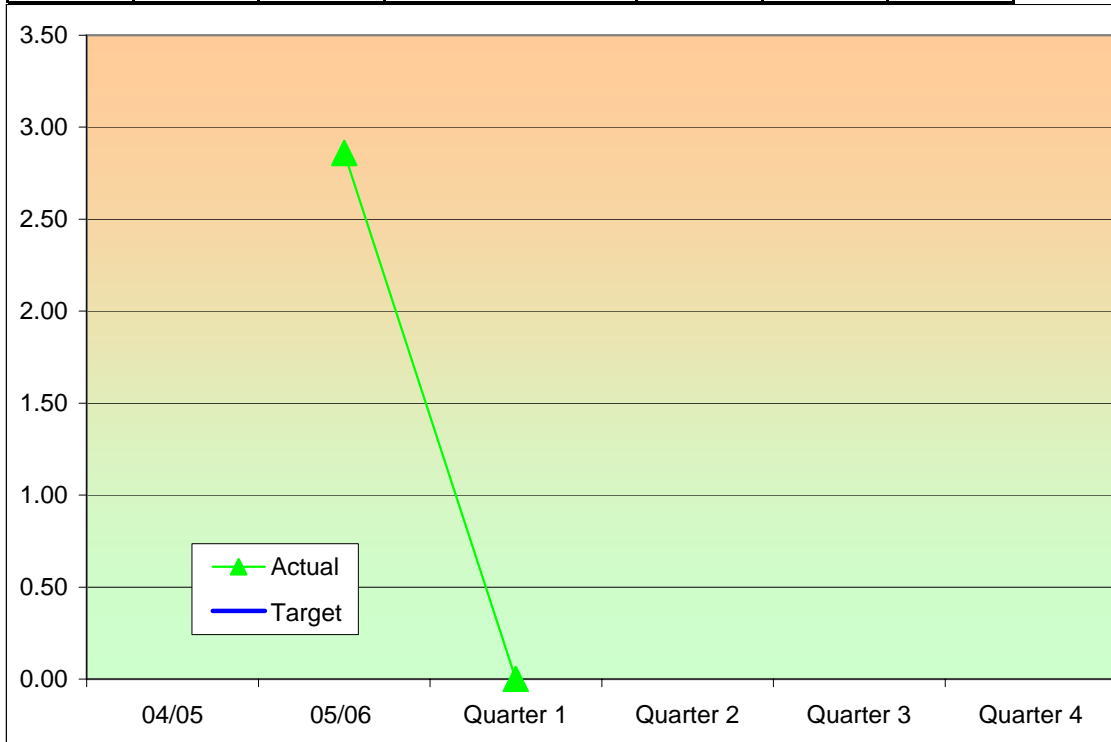
Planned Action
Training on this PI is planned for all agencies on 23 June 2006 who have input into prevention work though the Countywide Homeless Officers Group.



24	BVPI 214 - Repeat homelessness			
Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.		Trend	n/a	
Indicator Owner		David Hammond - Head of Planning and Environment Services		

Performance (latest, percentage, smaller is better)						
214	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	n/a	2.86	n/a	n/a	n/a	n/a
Quarter 1	3.00	0.00	G	→	n/a	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
There have been no cases of repeat homelessness in this quarter.



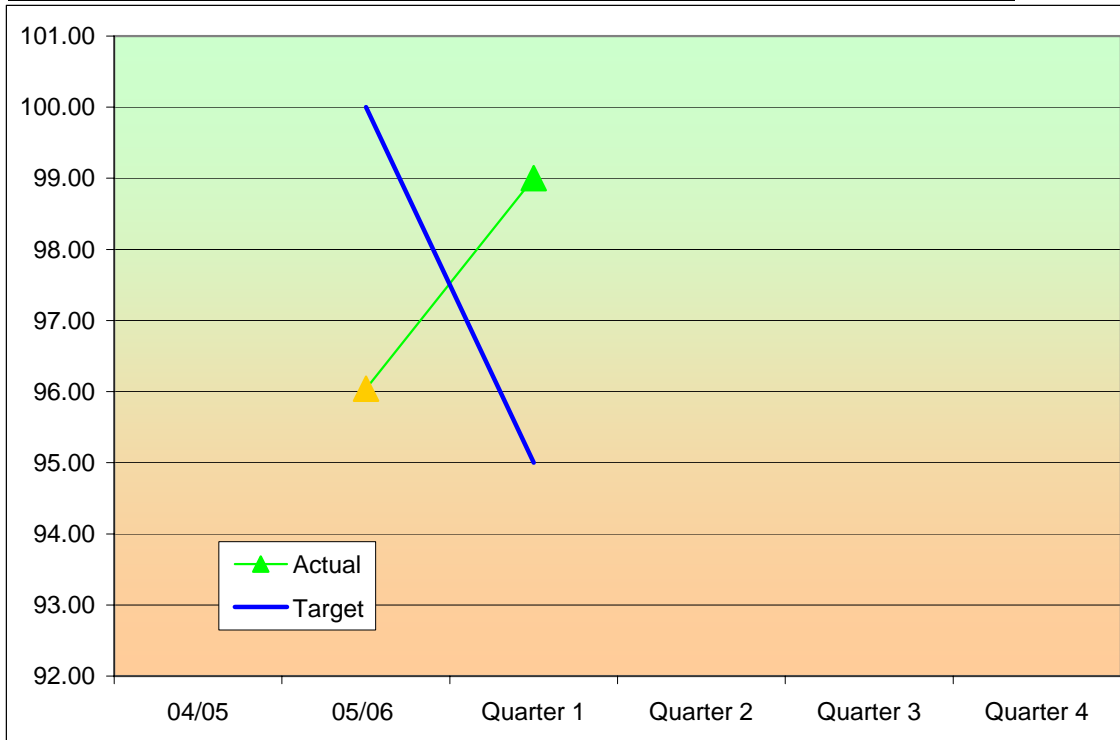
Planned Action
BDC, BDHT and Supporting people have provided funding to provide 2 posts who will work with vulnerable people both in temporary & permanent accommodation & provide support to this client group to reduce still further repeat homelessness

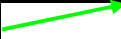



25	BVPI 218 - Abandoned vehicles			
218a - Percentage of new reports of abandoned vehicles investigated within 24 hours of notification		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	4.21%	

Performance (latest, percentage, bigger is better)						
218a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	100.00	96.04	A	n/a	-3.96%	n/a
Quarter 1	95.00	99.00	G		4.21%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Officers involved with the abandoned vehicles process have been involved with the rescheduling of refuse and recycling rounds which has diverted attention from this service. Once rescheduling has been completed and modifications implemented additional staff time can be spent improving this performance. The published target is 100% for 2006/07; however, for future years it has been adjusted to 95% to give some margin for error. The internal target has been adjusted to 95%.

Planned Action
In absolute terms performance is good. The 100% target gives no margin for error and therefore a more realistic target may need to be set.



25	BVPI 218 - Abandoned vehicles		Trend 	  
218b - Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle.				
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management		Current variation from target	-0.42%

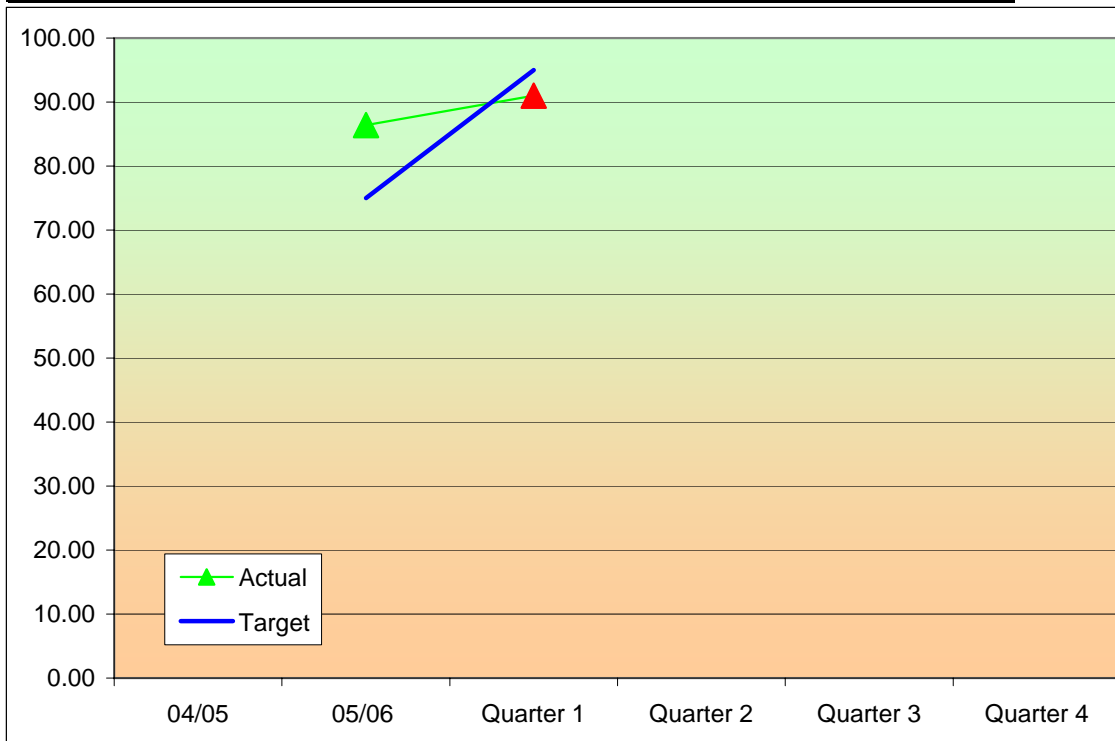
Performance (latest, percentage, bigger is better)						
218b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	75.00	86.41	G	n/a	15.21%	n/a
Quarter 1	95.00	91.00	R		-4.21%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

Exceeded target. Performance has improved but target may need to be adjusted to give some margin for error. The published target is 100% for 2006/07; however, for future years it has been adjusted to 95% to give some margin for error. The internal target has been adjusted to 95%.

Planned Action

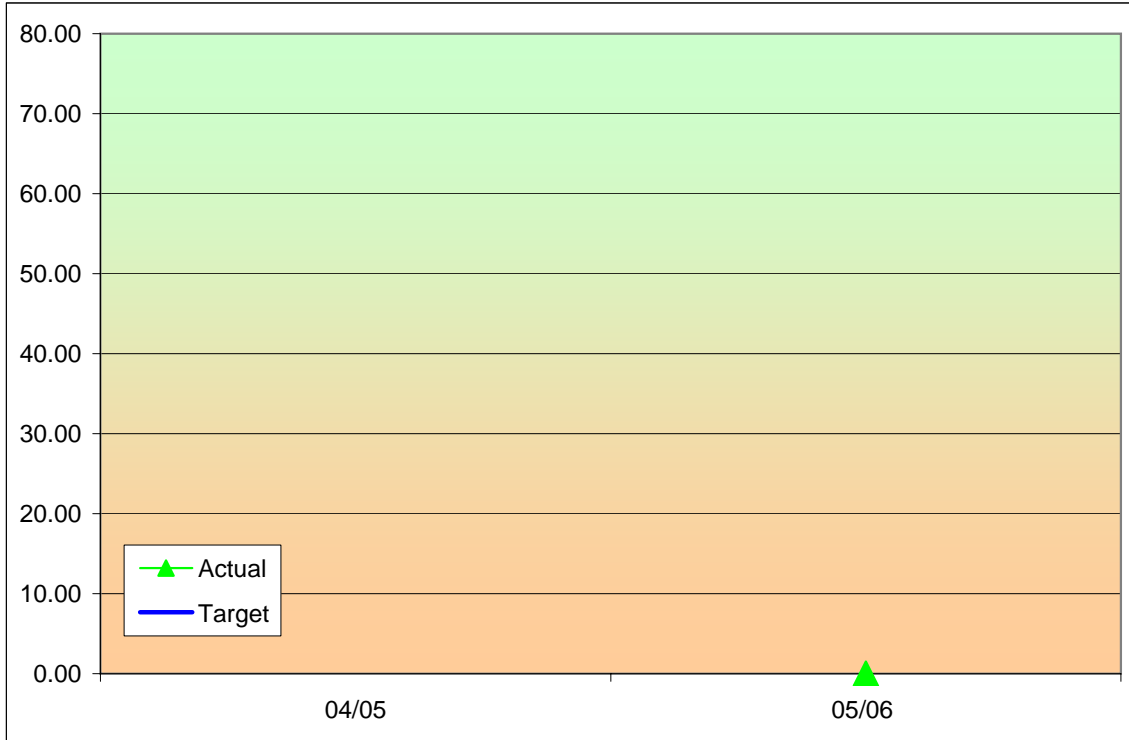
No further action required




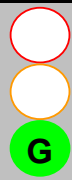
27	BVPI 225 - Actions against domestic violence		
The purpose of this BVPI is to assess the overall provision and effectiveness of local authority services designed to help victims of domestic violence and prevent further domestic violence.		Trend	
		Current variation from target	
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services		

Performance (latest, number, bigger is better)						
225	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	72.00				-100.00%	n/a
06/07						

Comments
This indicator is reported on an annual basis.



Planned Action
An action plan is being formulated in conjunction with the Domestic Violence Working Group of the Community Safety Partnership to enable the Council to achieve its target in this area.

28	LPI Planning - Score on Building Control performance matrix			  G
Score on the Building Control performance matrix		Trend		
Indicator Owner	David Hammond - Head of Planning and Environment Services	Current variation from target	25.83%	

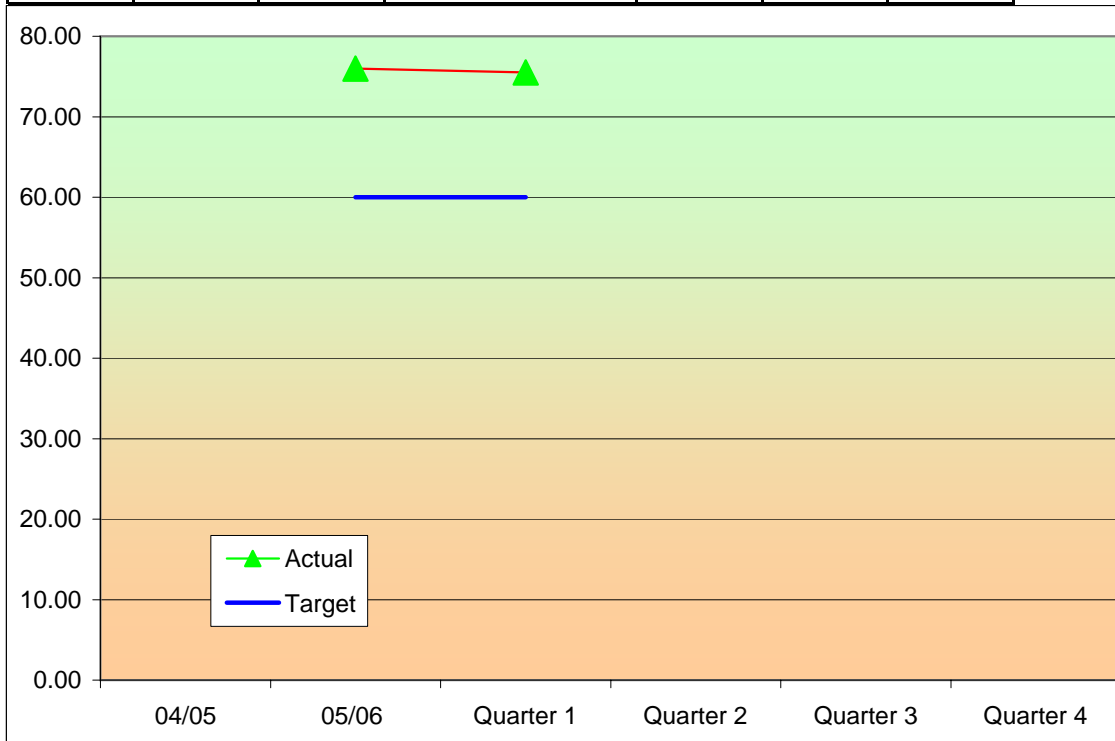
Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	60.00	76.00	G	n/a	26.67%	n/a
Quarter 1	60.00	75.50	G		25.83%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The Building Control Section has achieved target performance despite not having a Unit Manager and still being one Inspector down, although the Unit has appointed to the post (see below).

Planned Action

A new member of staff has been appointed. He is a Building Control Inspector which help speed up BC's performance but due to unforeseen circumstances, there is a delay in him joining us.



29	LPI CEO - Number of small business start ups		
The number of small business start ups as a result of support from the Council		Trend	
Indicator Owner	Peter Michael - Economic Development Officer	Current variation from target	188.00%

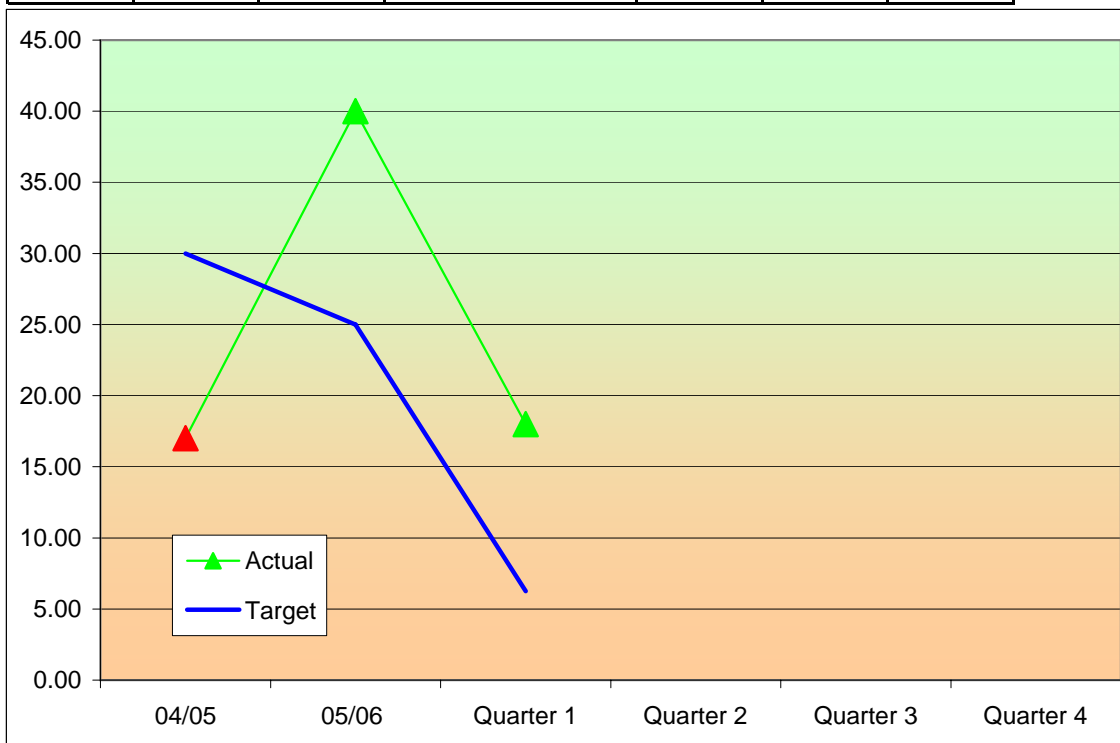
Performance (cumulative, number, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	30	17	R		-43.33%	n/a
05/06	25	40	G		60.00%	n/a
Quarter 1	6	18	G		188.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

Good start to year due to programme now being well established with regular newspaper publicity. Also helped by raised profile surrounding annual Business Showcase event. Quarter 2 may be down.

Planned Action

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



31	LPI Depot - Percentage of animals/debris cleared within timescales			
The percentage of animals and debris cleared within timescales		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-26.53%	

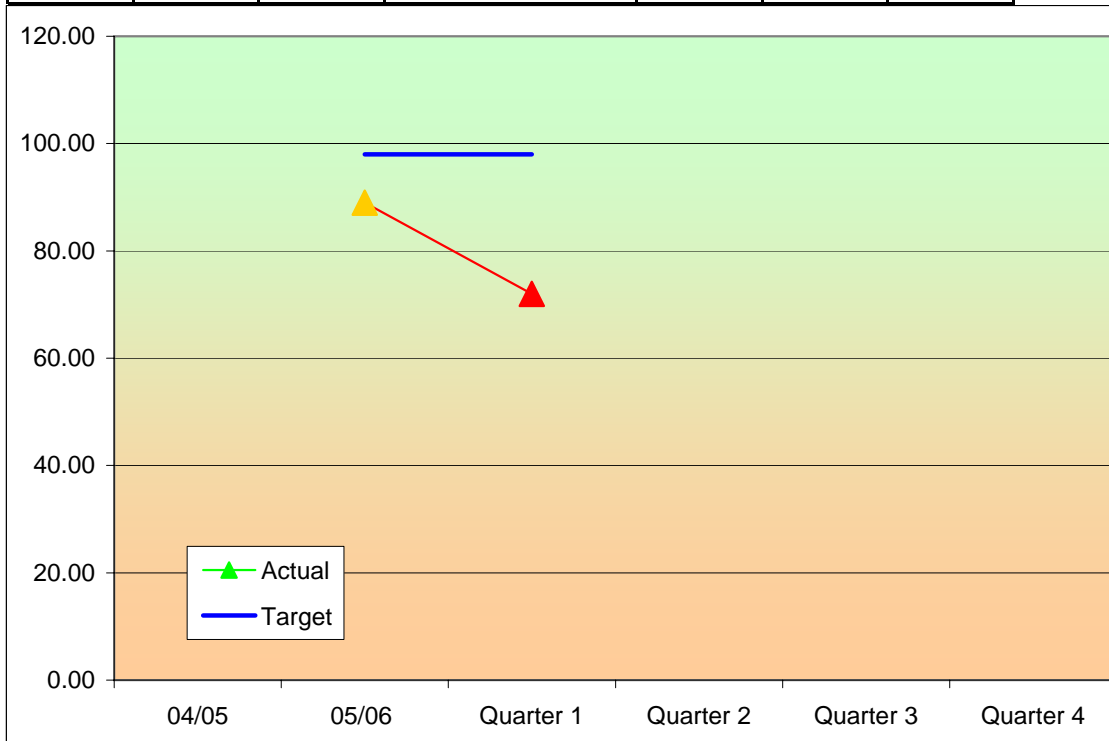
Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	98.00	89.00	A	n/a	-9.19%	n/a
Quarter 1	98.00	72.00	R		-26.53%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The target for this service is removal within 1 day of notification. The limited street cleaning staff has resulted in an under performance in this area. If staff are removed from current street cleaning rotas to carry out this service more quickly, then other service areas will suffer. Managers make a decision of a reported incident as to its urgency and respond accordingly.

Planned Action

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

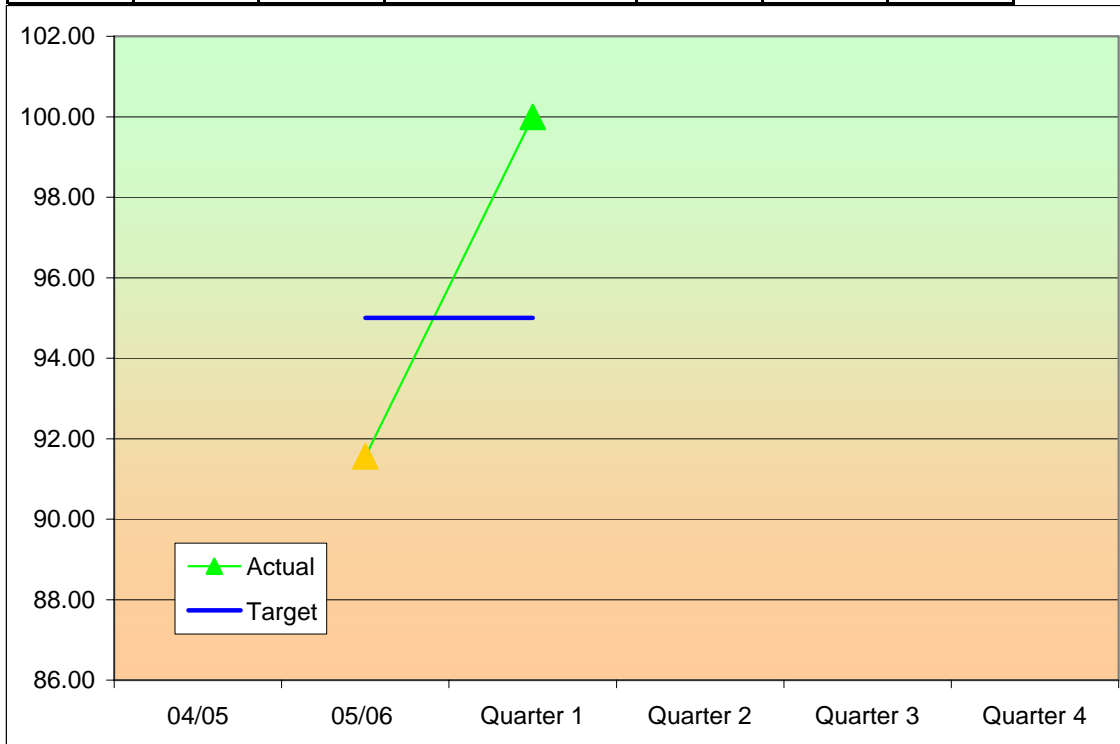


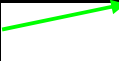
32	LPI Depot - Percentage of flytips dealt with in response time				
The percentage of flytips dealt with in the response time.		Trend			
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target	5.26%	

Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	95.00	91.56	A	n/a	-3.63%	n/a
Quarter 1	95.00	100.00	G		5.26%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Resources have been targeted to improve the response times for this service.

Planned Action
Implementation of the Street Cleansing Strategy by July 2006 will see an improvement in this service.



33	LPI Depot - Number of missed household waste collections		
The number of missed household waste collections		Trend	
Indicator Owner		Mike Bell - Head of Street Scene and Waste Management	Current variation from target
			24.67%

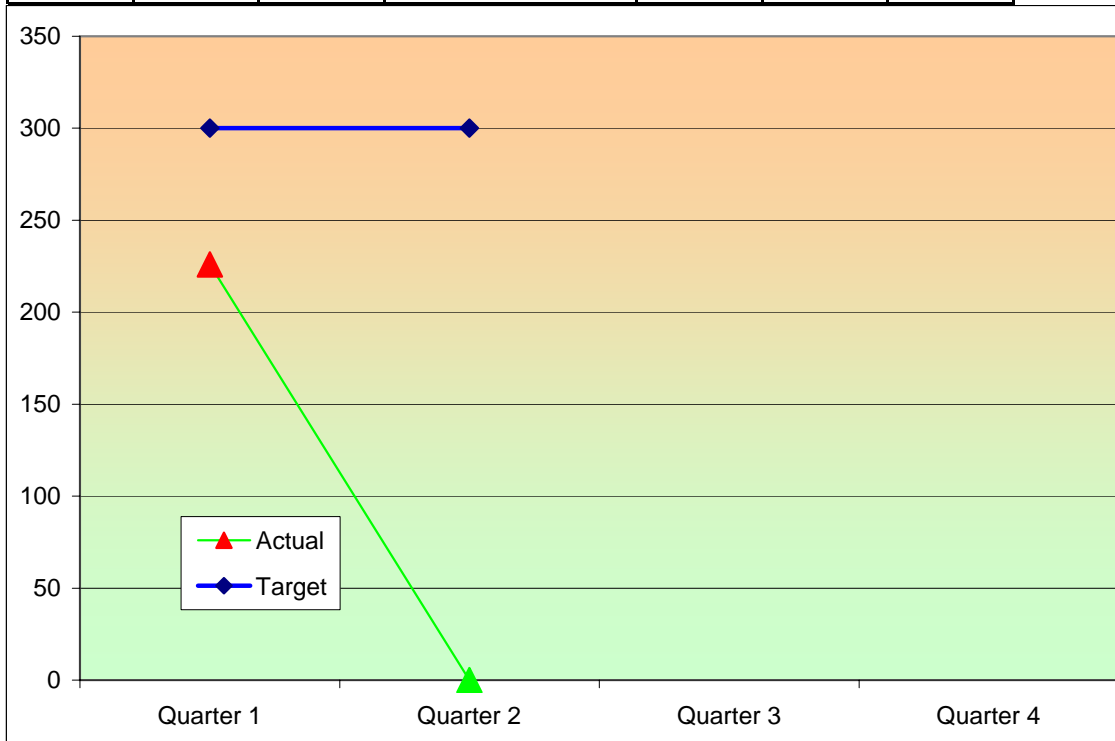
Performance (cumulative, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	1200	3113	R	n/a	-159.42%	n/a
Quarter 1	300	226	G		24.67%	n/a
Quarter 2	300	0				
Quarter 3	300					
Quarter 4	300					
06/07						

Comments

Reliability problems with vehicles has meant that on a number of occasions work has not been completed within the scheduled day resulting in an increase in the number or recorded missed collections. Because the annual figure from previous year is being used, it appears that performing is reducing - in fact, the lower figure, the better. The quarter rather than the annual figure should be used for comparison. I have used the quarter target to substitute the annual target and substituted the actual for a quarter of the actual. This might be a better way of showing the PI.

Planned Action

An urgent meeting with the Managing Director of the vehicle manufacturers is scheduled for mid May 2006 do agree a programme of actions to resolve the problems. The manufacturer has been working to rectify faults and improve reliability for a number of months but there are still major difficulties. Contingency plans are being introduced to provide for spare capacity in times of breakdown to improve provision of the service.

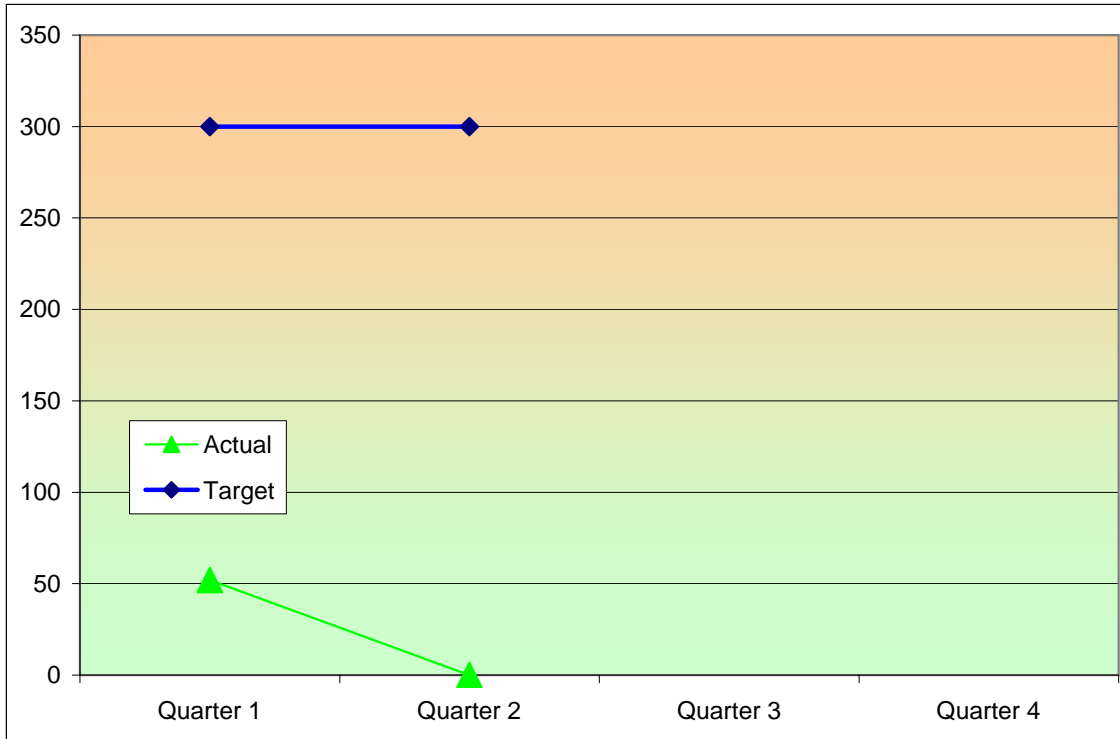


34	LPI Depot - Number of missed recyclable waste collections				
The number of recyclable waste collections that have been missed.		Trend			
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	82.67%		

Performance (cumulative, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	1200	802	G	n/a	33.17%	n/a
Quarter 1	300	52	G		82.67%	n/a
Quarter 2	300	0				
Quarter 3	300					
Quarter 4	300					
06/07						

Comments
 Reliable vehicles and focused teams has resulted in a good standard of performnace.

Planned Action
 Continue to monitor the service and further reduce the number of complaints.

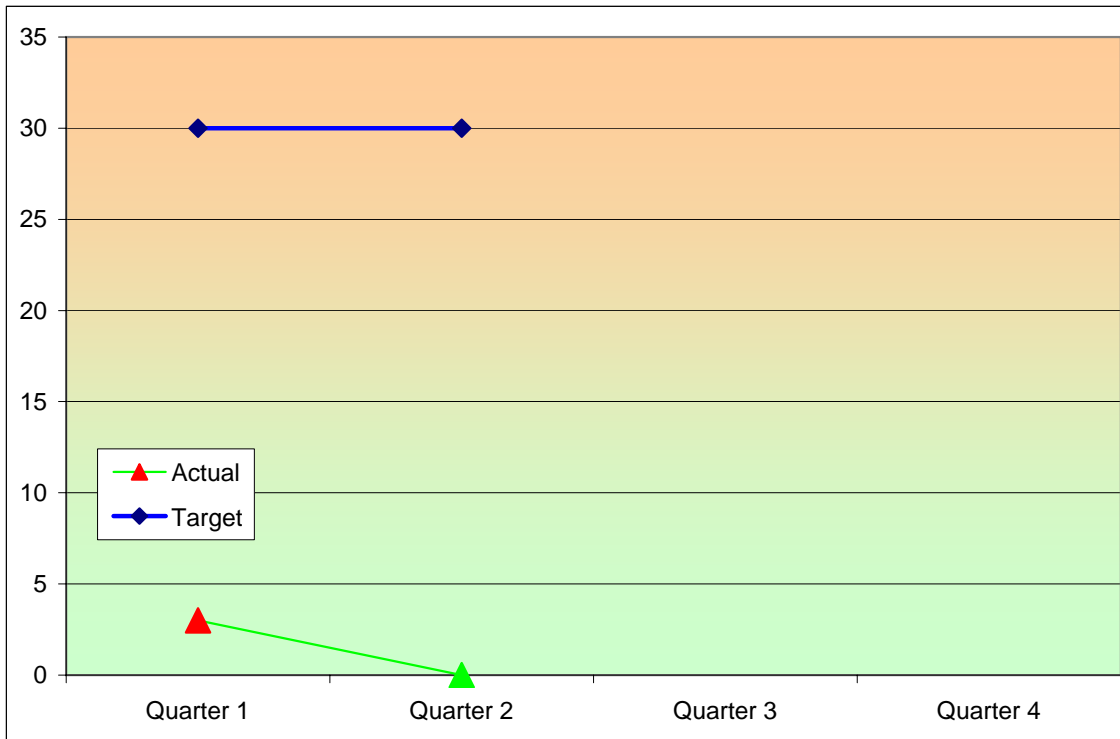


35	LPI Depot - Number of missed trade waste collections			
The number of trade waste collections that have been missed		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	90.00%	

Performance (cumulative, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	120	205	R	n/a	-70.83%	n/a
Quarter 1	30	3	G		90.00%	n/a
Quarter 2	30	0				
Quarter 3	30					
Quarter 4	30					
06/07						

Comments
 Poor reliability of the vehicle has resulted in a poor performance.

Planned Action
 A new vehicle has been ordered. Once delivered later in the year improvements will be seen in the performance of this service.

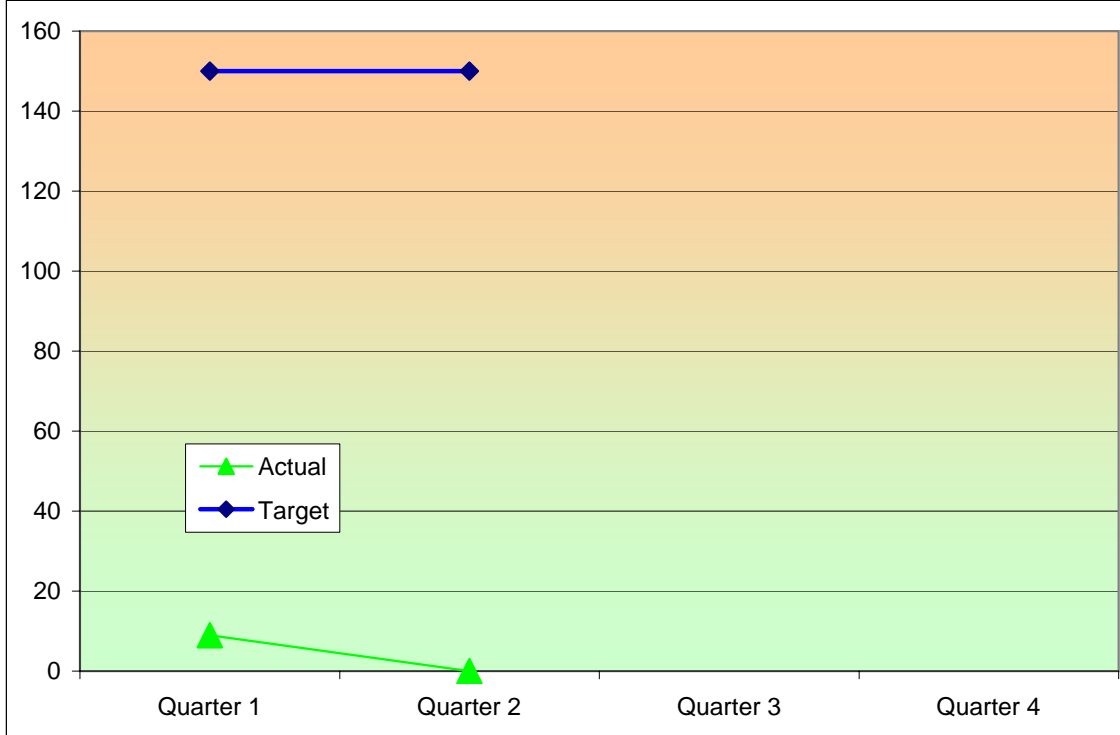


36	LPI Depot - Number of written complaints			
The total number of written complaints received by the Depot		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	94.00%	

Performance (cumulative, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	600	219	G	n/a	63.50%	n/a
Quarter 1	150	9	G		94.00%	n/a
Quarter 2	150	0				
Quarter 3	150					
Quarter 4	150					
06/07						

Comments
 The general level of all depot services is to an acceptable standard with most complaints received via the telephone. Response to those complaints is fast and efficient with the result that the matter is quickly resolved. In general written complaints are only received when response to telephone complaints has been poor.

Planned Action
 Continue improving the level of service provided and when a service has failed advise service users of rectification plans. Respond to telephone complaints quickly and efficiently

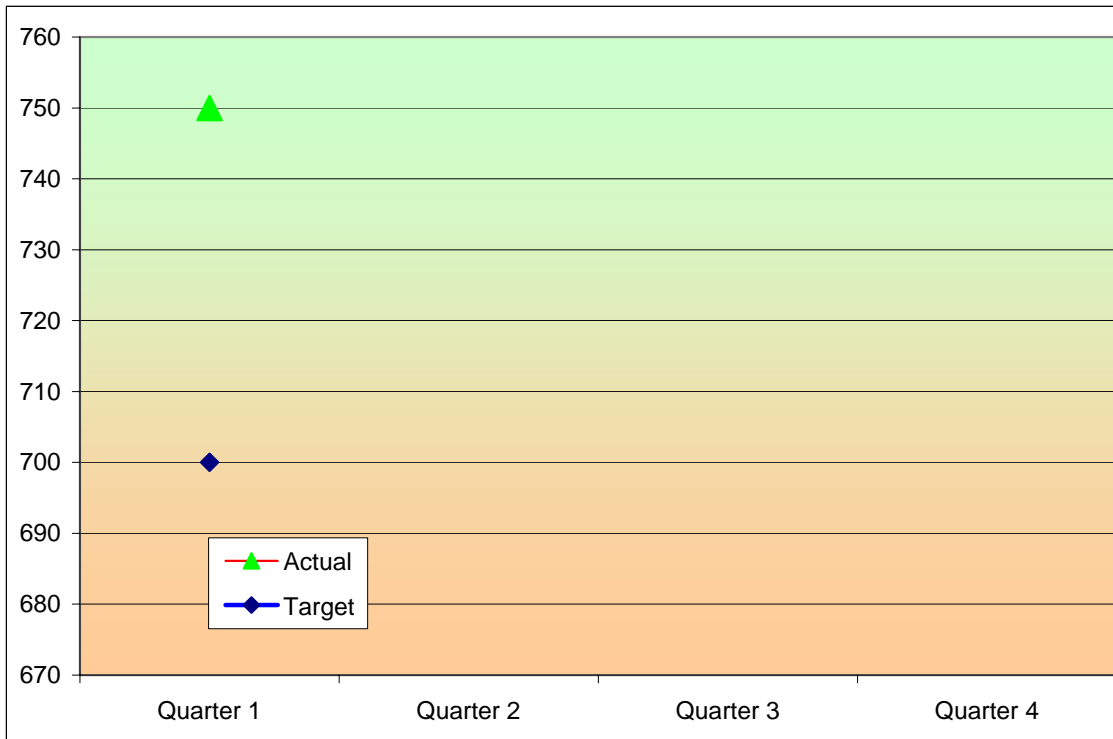


37	LPI Community Services - Number of attendances at arts events			
The number of people attending arts events organised by the Council		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	7.14%	

Performance (cumulative, number, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	17640	22840	G	n/a	29.48%	n/a
Quarter 1	700	750	G		7.14%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
The majority of the events take place over the summer months.

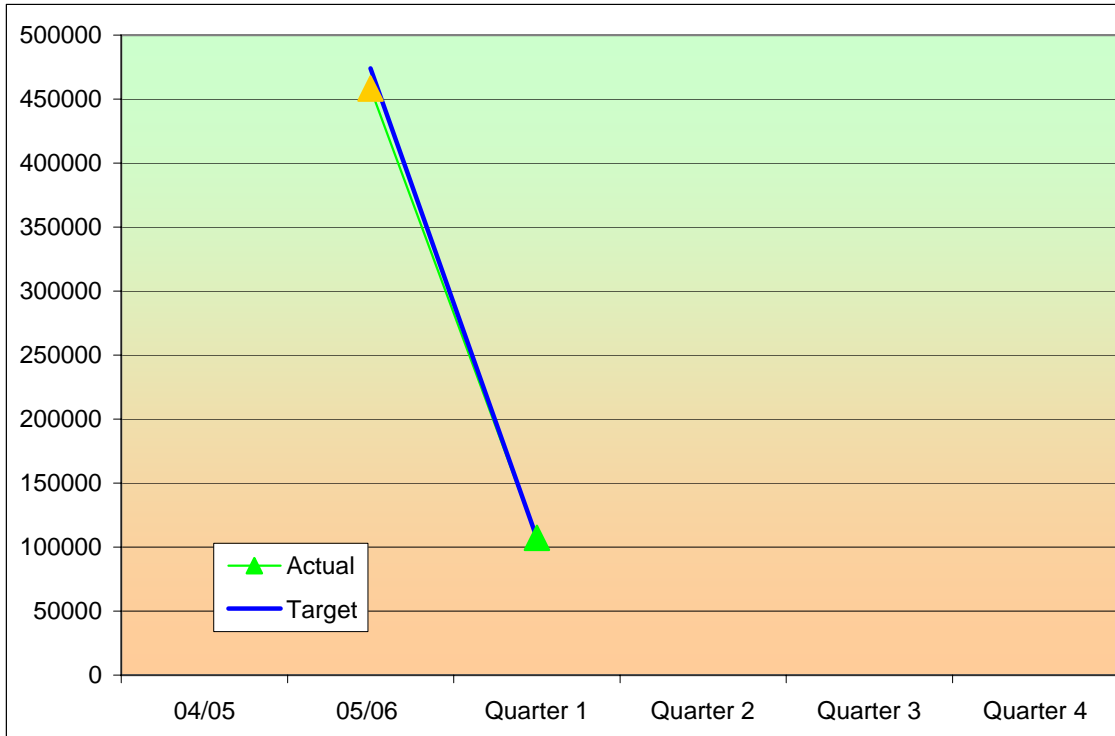
Planned Action
All events will be well promoted to ensure good attendances via a range of different methods.



38	LPI Sports Services - Dolphin Centre Usage			
The number of users of the Dolphin Centre		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	0.36%	

Performance (cumulative, number, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	474045	458197	A	n/a	-3.34%	n/a
Quarter 1	106927	107307	G		0.36%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 Attendances at the Dolphin Centre are on target to increase by 4%.



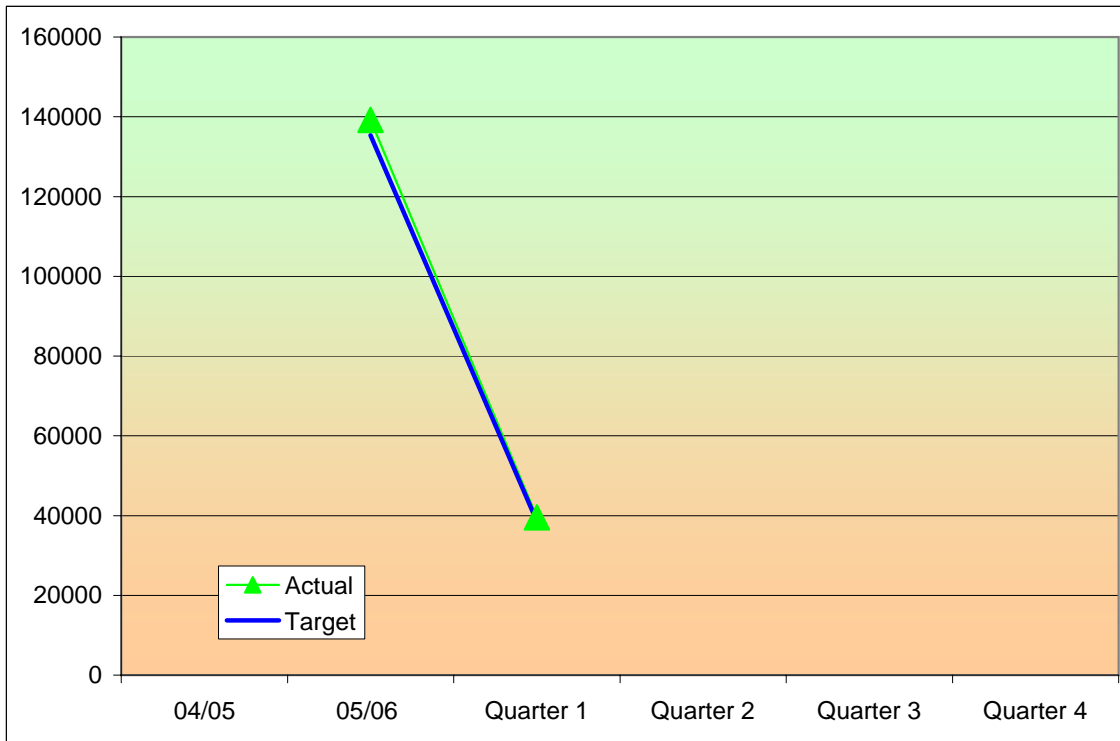
Planned Action
 Swimming Lesson programme has been restructured in the light of increased competition from David Lloyd. Attendances will continue to be closely monitored to ensure they remain on target.

39	LPI Sports Services - Haybridge Sports Centre usage			
The number of users of the Haybridge Sports Centre		Trend		
Indicator Owner		Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	2.69%

Performance (cumulative, number, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	135369	139229	G	n/a	2.85%	n/a
Quarter 1	38540	39578	G		2.69%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 Attendances on target to increase by 4%.

Planned Action
 Attendances will continue to be closely monitored to ensure they remain on target.

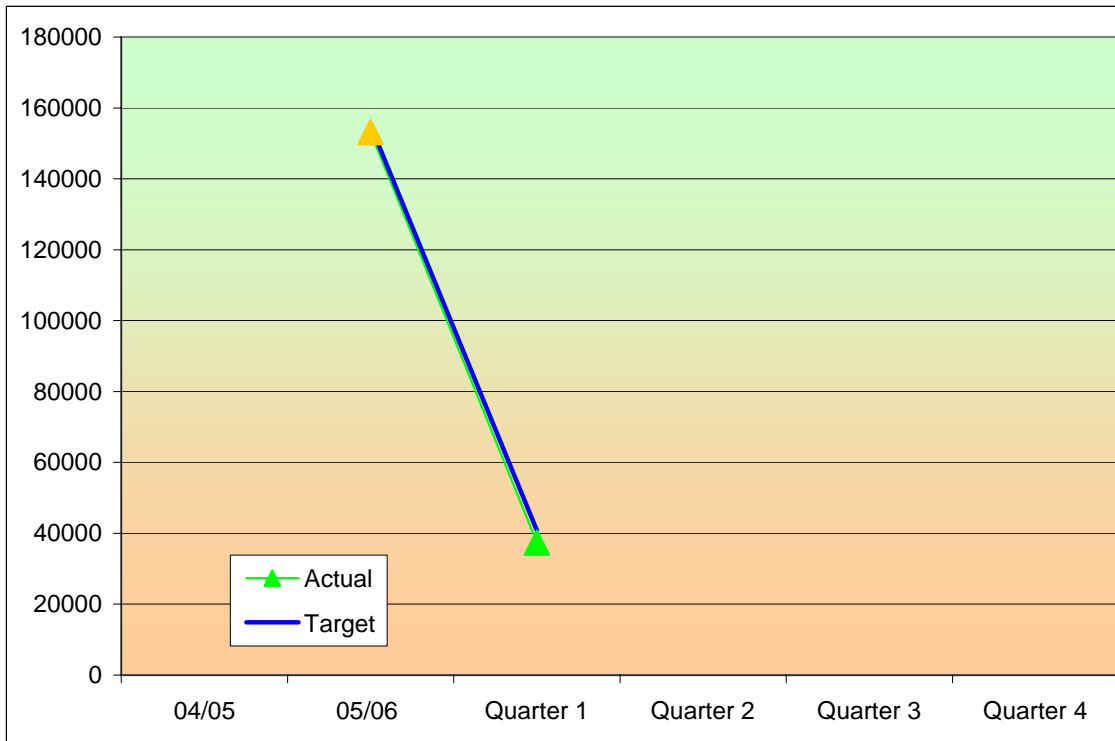


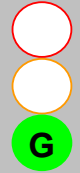
40	LPI Sports Services - Woodrush Sports Centre usage			
The number of users of the Woodrush Sports Centre		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	-8.41%	

Performance (cumulative, number, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	155106	153160	A	n/a	-1.25%	n/a
Quarter 1	40820	37388	R		-8.41%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Despite the condition of the facilities the centre continues to be well used.

Planned Action
Discussions are continuing with Worcestershire County Council about upgrading the site. A management action plan is being prepared to address the drop in attendances.



41	LPI Community Safety - Respond to emergency calls in 30 seconds			
Percentage of emergency calls responded to within 30 seconds		Trend	n/a	
Indicator Owner		Current variation from target	20.45%	
Robbie Hazlehurst - Head of Culture & Community Services				

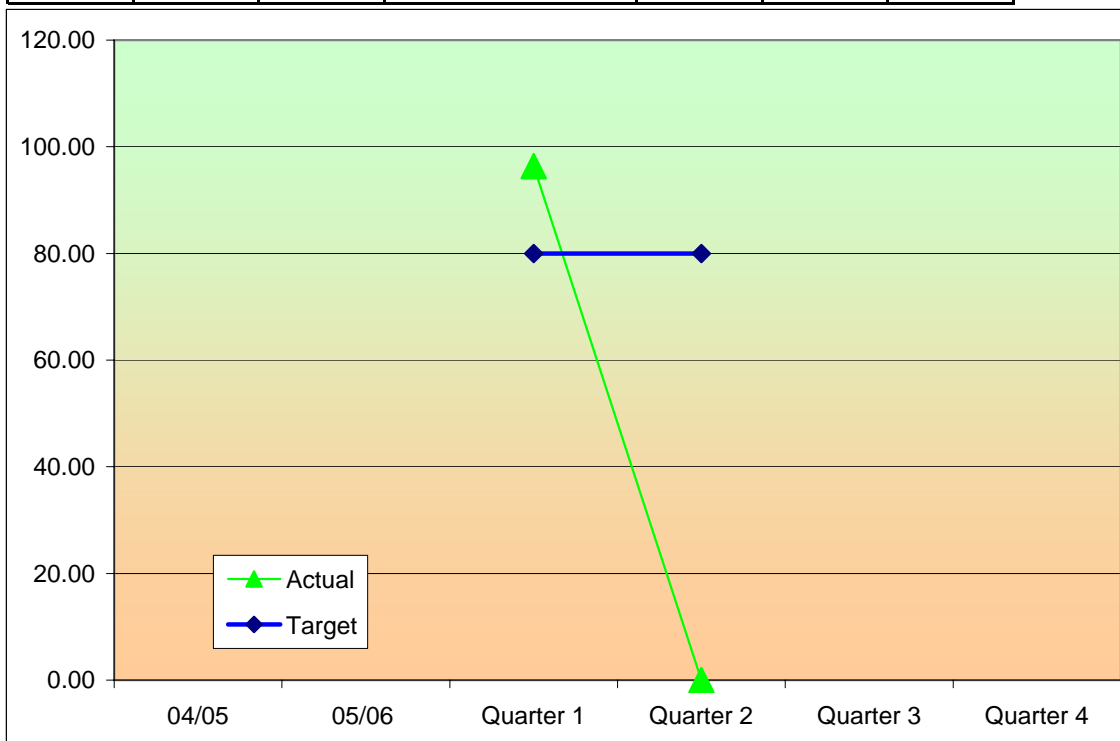
Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	New	New	New	New	New	New
Quarter 1	80.00	96.36	G	N/a	20.45%	n/a
Quarter 2	80.00	0.00				
Quarter 3	80.00					
Quarter 4	80.00					
06/07	80.00					

Comments

This target is based on the standards in relation to the national Telecare Services Association indicators which are as follows:- 80% of calls answered within 30 seconds and 98.5% of calls answered within 60 seconds.

Planned Action

Training continues to ensure response times are met.



42	LPI Community Safety - Respond to emergency calls in 60 seconds			
Percentage of emergency calls responded to within 60 seconds		Trend	n/a	
Indicator Owner		Current variation from target	0.62%	
Robbie Hazlehurst - Head of Culture & Community Services				

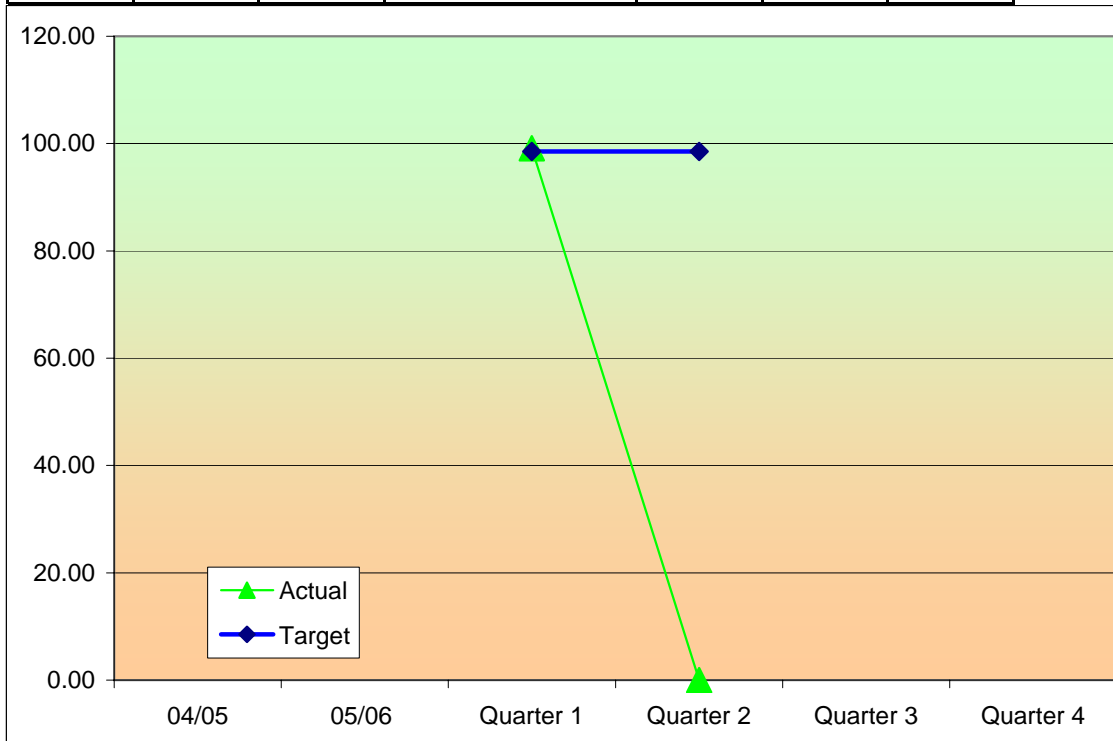
Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	New	New	New	New	New	New
Quarter 1	98.50	99.11	G	n/a	0.62%	n/a
Quarter 2	98.50	0.00				
Quarter 3	98.50					
Quarter 4	98.50					
06/07	98.50					

Comments

This target is based on the standards in relation to the national Telecare Services Association indicators which are as follows:- 80% of calls answered within 30 seconds and 98.5% of calls answered within 60 seconds.

Planned Action

Training continues to ensure response times are met.

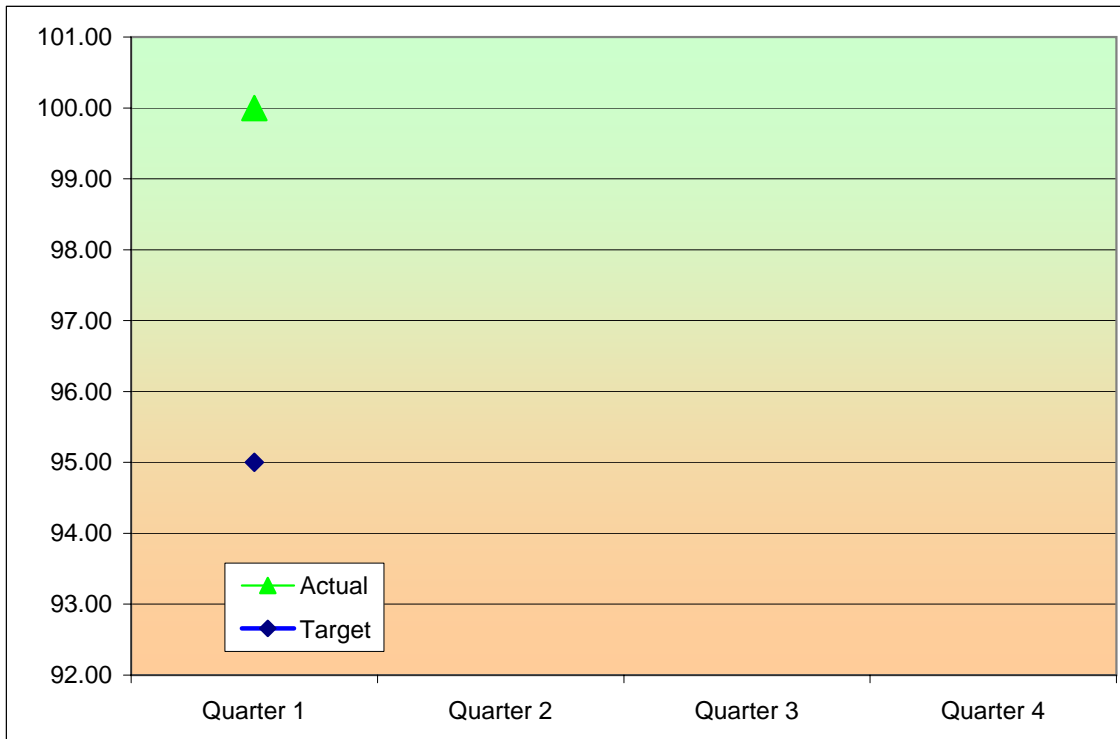



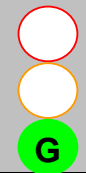
43	LPI Community Safety - Lifeline equipment installed within 5 days				
Percentage of Lifeline equipment installed within 5 working days of the initial interview.		Trend			
Indicator Owner		Current variation from target	5.26%		
Robbie Hazlehurst - Head of Culture & Community Services					

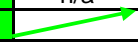
Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	95.00	96.00	G	n/a	1.05%	n/a
Quarter 1	95.00	100.00	G		5.26%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Exceeding target

Planned Action
Resources are prioritised to ensure this performance indicator is met.

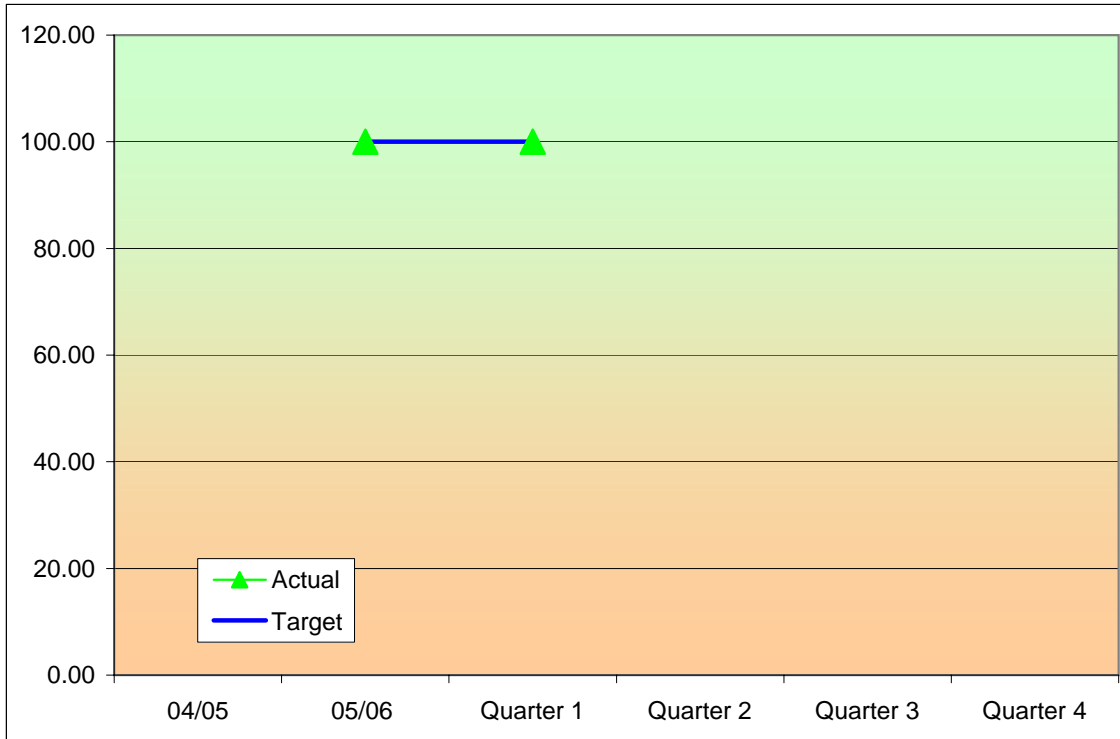


44	LPI Community Safety - Urgent Lifeline equipment installed in 24 hours			
Percentage of urgent Lifeline equipment installed within 24 hours.		Trend		
Indicator Owner	Robbie Hazlehurst - Head of Culture & Community Services	Current variation from target	0.00%	

Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	100.00	100.00	G	n/a	0.00%	n/a
Quarter 1	100.00	100.00	G		0.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Target met

Planned Action
Resources are prioritised to ensure this performance indicator is met.

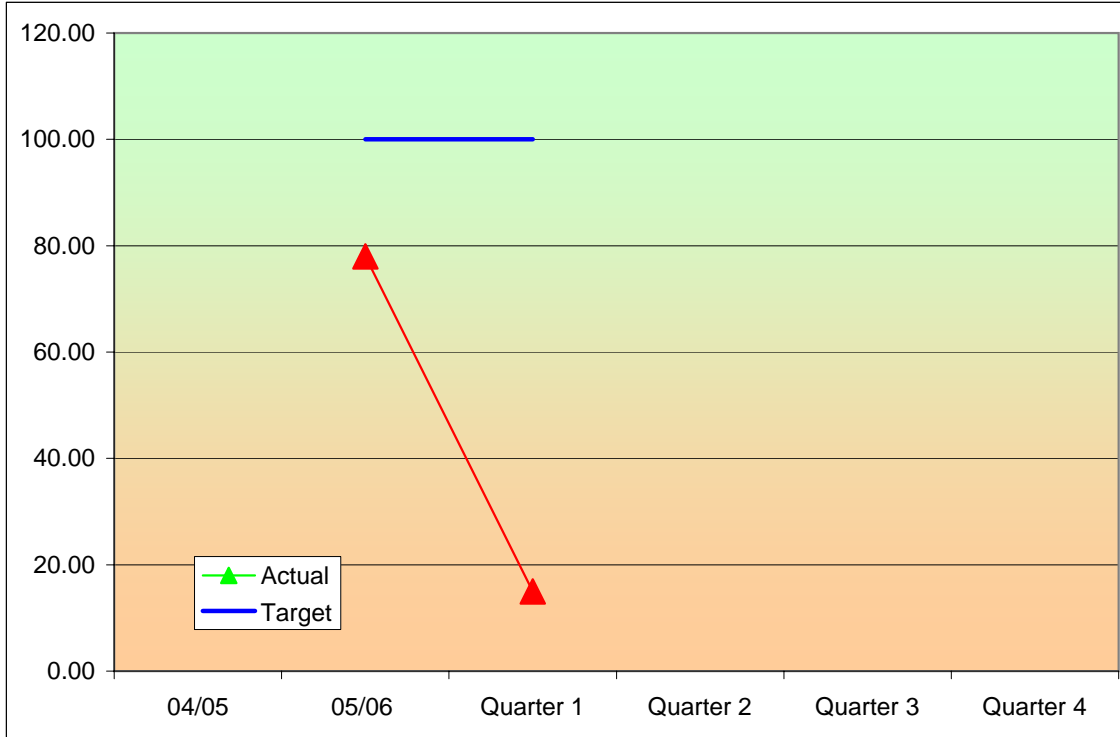


45	LPI Transport Services - Percentage of responses to Excess Charge appeals within 3 days			
The percentage of responses to excess charge notice appeals that are sent within 3 days		Trend		
Indicator Owner	Mike Bell - Head of Street Scene and Waste Management	Current variation from target	-85.00%	

Performance (latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	100.00	78.00	R	n/a	-22.00%	n/a
Quarter 1	100.00	15.00	R		-85.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
Introduction of the Shopmobility scheme without sufficient resources has diverted staff time away from responding to ECT's. The shopmobility scheme was introduced very successfully but with a detrimental effect on this other element of the service. The current system of managing the ECT process is time consuming and ineffective. We are currently researching and will provide a business case for an alternative sytem to manage the process more efficiently. A new member of staff has been employed and will start during the next month.

Planned Action
Research alternative management systems for ECT's, produce business case for additional resources to manage the service.



BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18TH August 2006

CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 1 2006/07

Responsible Member	Councillor P McDonald – Chairman of Performance Management Board
Responsible Head of Service	Mr H Bennett – Assistant Chief Executive

1.0 Summary

1.1 This report provides details of the current performance of the Corporate Health set of indicators in order to provide a strategic focus for performance management. This approach is consistent with Audit Commission good practice.

2.0 Recommendations

2.1 It is recommended that the Performance Management Board:

- (a) considers the performance information contained in the report;
- (b) receives verbal reports from officers on some of the indicators;
- (c) based on the discussion with Heads of Service makes recommendations for improvement to the Portfolio Holder and Cabinet; and
- (d) if appropriate, identifies indicators on which the Board would like more detailed reports from the Heads of Service at its next meeting.

3.0 Background

3.1 A previously agreed set of Corporate Health indicators covering the Resources Directorate is reported on a quarterly basis. This report provides performance information for the first quarter (April 2006 to June 2006) for the Corporate Health indicators.

4. Report

4.1 The attached Corporate Health Indicator report provides the reader with the information in various formats, so that Members and managers can consider the information in their preferred learning style i.e. some people like graphical information, others prefer numbers, others prefer narrative. The format covers all of these and makes use of a “traffic light system” to enable the reader to

quickly focus on which indicators are more than 10% below target (red indicators), between 0% and 10% off target (amber) or on target (green).

- 4.2 There are too many indicators for the Board to go through every single one in detail at the meeting. The “traffic light system” should help provide a focus and the Board will rightly want to consider how performance can be improved in discussion with the Heads of Service. Through a pre-meeting with the Chairman, Vice-Chairman and the Assistant Chief Executive, a steer has been provided to the Assistant Chief Executive on which Heads of Service the Board would like to attend the meeting to discuss performance issues.
- 4.3 Based on discussions at the Board’s meeting, Members will need to make recommendations to Cabinet on corrective action required. If the Board considers that urgent action is required then the Chairman should discuss the required action and seek agreement with the relevant Portfolio Holder after the meeting. In some instances, further information may be required and the Board may wish to decide that a separate report on a particular indicator be put on the agenda for the next Board meeting.

5.0 Financial Implications

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

6.0 Legal Implications

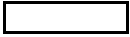
- 6.1 National Best Value Performance Indicators are audited annually by the External Auditors (KPMG), and the results are published.

7.0 Corporate Governance

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

Report Author

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E-mail: l.berry@bromsgrove.gov.uk
Tel: (01527) 881412



AGENDA ITEM NO 8



bromsgrove council
www.bromsgrove.gov.uk

Corporate Health

The Corporate Health indicators for 2006/07

Corporate Communications, Policy and Performance Team

Quarter 1 2006/07

Indicator Ref No.	Indicator Type	Short Description	Page Number
-	Corporate Health Performance Summary		3
-	Corporate Health Legend		4
2	BVPI 8	Percentage of invoices paid on time	7
4	BVPI 10	Percentage of Non-domestic Rates collected	9
6	BVPI 12	Working days lost due to sickness absence	13
8	BVPI 15	Percentage of ill-health retirements	15
10	BVPI 17	Ethnic Minority percentages	17
12			
14	LPI Corporate	% of full responses sent within 10 days	20
16	LPI Financial Services	Financial monitoring reports sent to members	22
18	LPI Financial Services	% sundry debt over 35 days old	24
20	LPI Financial Services		
22	LPI Financial Services	% of the scheduled audit plan delivered	26
24	LPI Human Resources	% of staff turnover	28

Indicator Ref No.	Indicator Type	Short Description	Page Number
1	BVPI 2	Standards of equality in the council	5 - 6
3	BVPI 9	Percentage of council tax collected	8
5	BVPI 11	Top 5% of earners	10 - 12
7	BVPI 14	Percentage of early retirements	14
9	BVPI 16	Disability percentages	16
11	BVPI 156	Buildings accessible to people with a disability	18
13	LPI Corporate	% of reply cards sent in agreed time	19
15	LPI Legal Services	% of Housing Benefit court proceeding begun within 10 days	21
17	LPI Financial Services	Number of days to do reconciliations	23
19	LPI Financial Services		
21	LPI Financial Services	% of audit assignments completed in timescale	25
23	LPI Human Resources	% of staff appraisals undertaken	27
25	LPI IT Services	% of helpdesk call closed within timescales	29

CORPORATE HEALTH PERFORMANCE SUMMARY

Performance against Target	Total	Total
Meeting or exceeding target for performance	12	48%
Not meeting target - difference is less than 10%	2	8%
Not meeting target - difference is 10% or more	11	44%
Information not reportable	0	0%
Total	25	100%

Performance Trend	Total	Total
Improving performance	10	40%
Stable performance	3	12%
Declining performance	11	44%
Information not reportable	1	4%
Total	25	100%




Performance against Quartiles (Where information available only)	Total	Total
Indicators in Top Quartile		#DIV/0!
Indicators in Second Quartile		#DIV/0!
Indicators in Third Quartile		#DIV/0!
Indicators in Bottom Quartile		#DIV/0!
Total	0	#DIV/0!

CORPORATE HEALTH LEGEND

Key for Outcomes (comparison against target)

[Signified by coloured block]





%

G	Meeting or exceeding target		48%
A	Not meeting target - difference is less than 10%		8%
R	Not meeting target - difference is 10% or more		44%
	Information not available		0%

Key for Performance Trends (over previous period)

[Signified by direction of arrow next to coloured block]


%


	Improving performance		40%
	Stable performance		12%
	Declining performance		44%
n/a	Information not available		4%

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

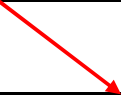



For certain indicators high performance requires high percentages/numbers being achieved, for others high performance requires low percentages/numbers being achieved. The indicator information identifies which criteria applies.




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

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

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

 2005/06 target

1	BVPI 2 - Standards of Equality within the Council	Annual Trend		  
2a - The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.				
Indicator Owner	Andrew Burton - Head of Legal & Democratic Services			

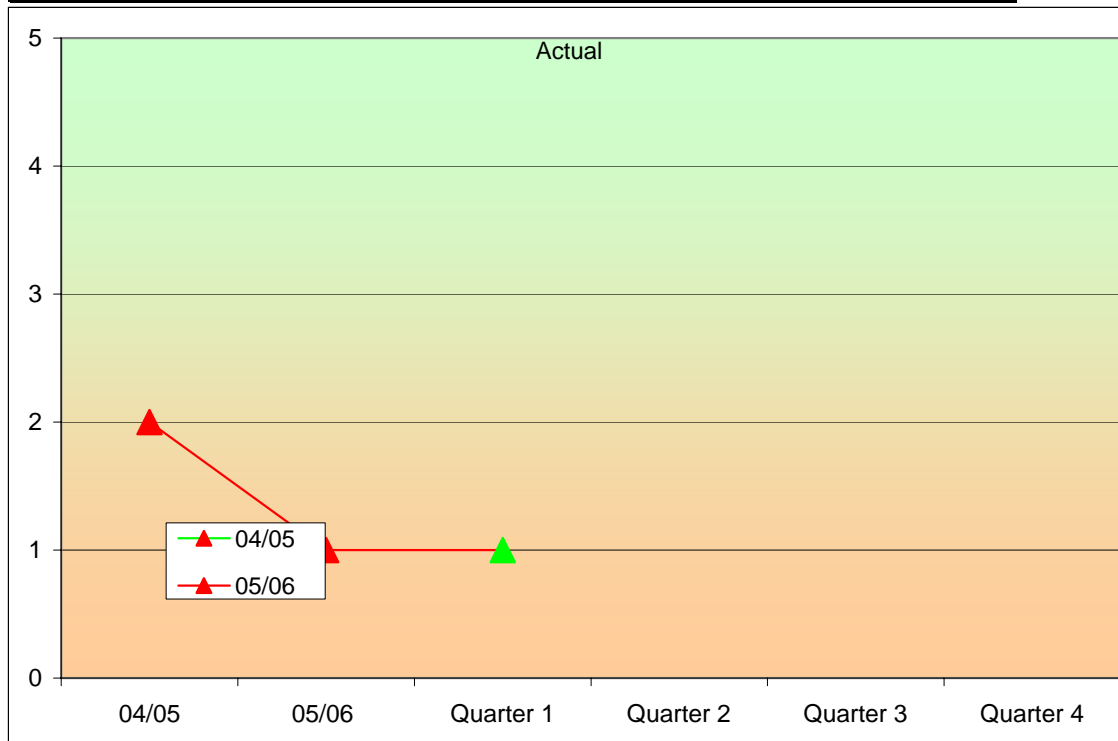
Performance (Latest, number, bigger is better)						
2a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	3	2	R		-33.33%	n/a
05/06	3	1	R		-66.67%	n/a
Quarter 1	2	1	G		-50.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						


Comments


1. The Council has revisited its self assessment and has revised the target. It has assessed that the Council is at level 1, and will meet its level 2 target by the end of March 2007.
2. The Equalities Assistant is in post and working to a project plan to meet the 2007 target.
3. The Performance box is green as the Council is currently on target to meet level 2 by the end of March 2007.

Planned Action

1. Action plans written in respect of all equalities strands.
2. Assessments have been carried out identifying all functions of the Council. These have been assessed against all equality strands with a high, medium or low impact.
3. Impact Assessment workshops have been scheduled for the 8th, 18th and 27th September. All line managers are to be supported through their Impact Assessments.
4. Equalities Officer to visit Northampton Council on 11th August to compare processes and to benefit from best practice.
5. Research into Employment Survey underway. Survey required to enable Council to meet level 2 target and improve performance in BVPI 11 b, 17 a and 17 b.



1	BVPI 2 - Standards of Equality within the Council			
2b - The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.		Annual Trend		
Indicator Owner		Andrew Burton - Head of Legal & Democratic Services		
		Current variation from target	-5.00%	

Performance (Latest, percentage, bigger is better)						
2b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	47.00	42.00	R		-10.64%	3
05/06	53.00	63.00	G		18.87%	2
Quarter 1	80.00	76.00	G		-5.00%	1
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

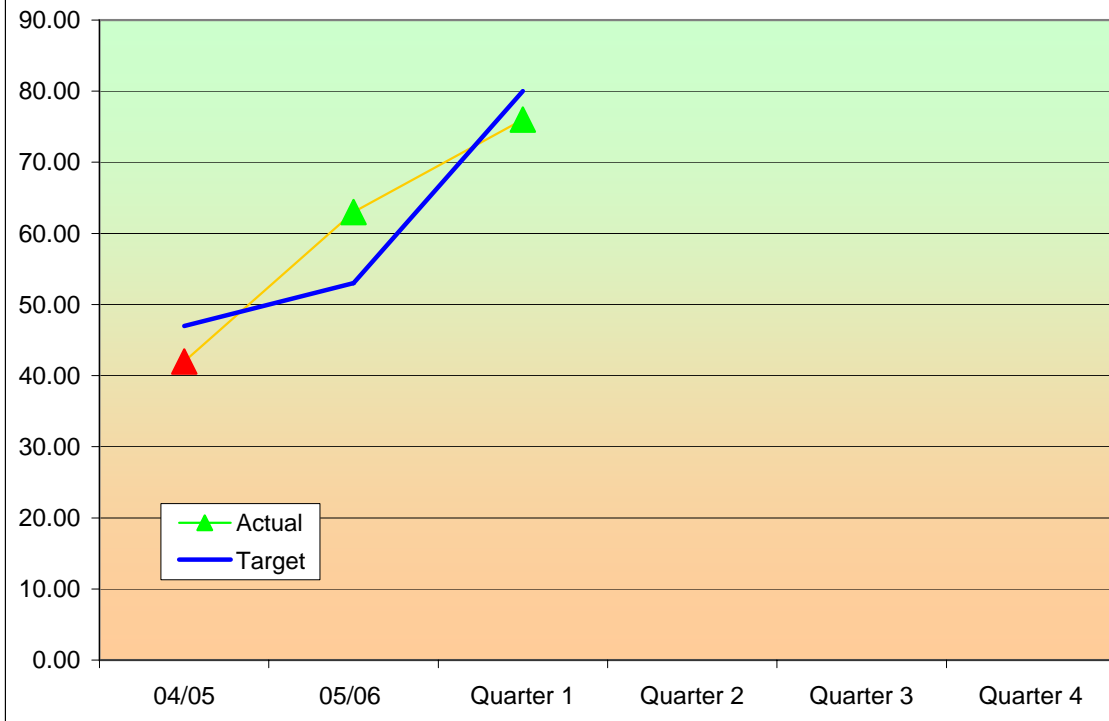
Comments

BVPI 2b is an annual target.

The Council is on its projected target to achieve 80% by the end of 2006/7. It is for this reason that the Performance shows green

Planned Action

1. Inclusive Equalities Scheme (incorporating the Race Equality Scheme) to be reported to Cabinet in August 2006 and Full Council in September.
2. Consultation Conference, and formal launch of scheme scheduled for Sat. 23rd September. All partners, stakeholders and community representatives to be invited.
3. Member training scheduled for the 9th and 21st August. Training to be delivered internally. Objective - to enable members to perform within their new and revised roles and responsibilities in relation to Equality and Diversity.



2	BVPI 8 - Percentage of invoices paid on time			
Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.		Annual Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	-11.32%	

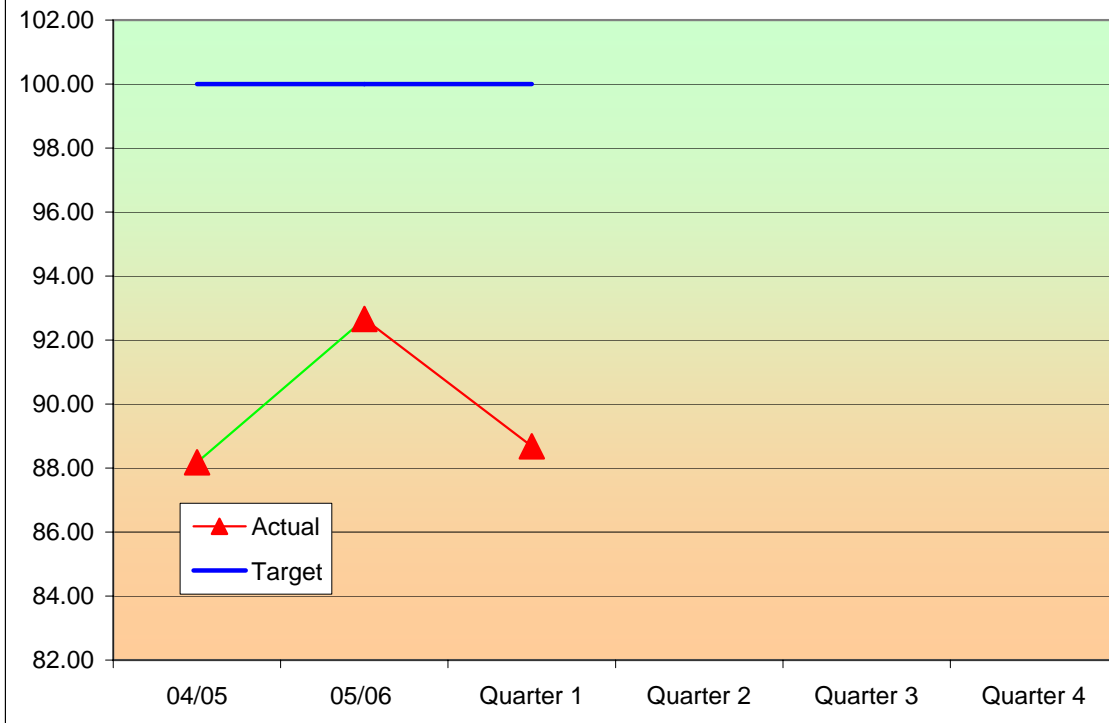
Performance (Latest, percentage, bigger is better)						
8	Target	Actual	Performance	Trend	Variation	Quartile
04/05	100.00	88.18	R		-11.82%	4
05/06	100.00	92.66	A		-7.34%	3
Quarter 1	100.00	88.68	R		-11.32%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments


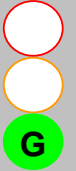
The indicator relates to the number of invoices that the Authority pays to its supplies within the target of 30 days.
The quarter 1 indicator shows a significant deterioration on the number of invoices that are paid on time.
The total number of invoices paid was 1776 with 201 being paid late. Invoices are not paid by accountancy until fully approved by budget holders within departments.
Late payments include
Culture and Community - 63
Legal & Democratic - 40
Planning & Environment -29
Street Scene & Waste Mgt - 32
Human Resources - 16
Top Quartile for Quarter 4 = 97%


Planned Action

A schedule of invoices outstanding was sent to departments in May therefore a number of old invoices were paid during this quarter which has increased the number paid late.
These statements are now sent weekly and HOS have to justify the reasons behind outstanding and late payments to the Senior Management Team.
There has been a planned programme of training from accountancy to support the officers with the new roles.
The percentage for July (month only) has risen to 96%.



There has been a planned programme of training from accountancy t

3	BVPI percentage of Council Tax Collected		
The percentage of council tax collected by the Authority in the year.		Annual Trend	
Indicator Owner Jayne Pickering - Head of Financial Services		Current variation from target	-0.41% 

Performance (Cumulative, percentage, bigger is better)						
9	Target	Actual	Performance	Trend	Variation	Quartile
04/05	98.50	98.60	G		0.10%	1
05/06	98.70	98.30	A		-0.41%	2
Quarter 1	24.70	30.41	G		-0.41%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

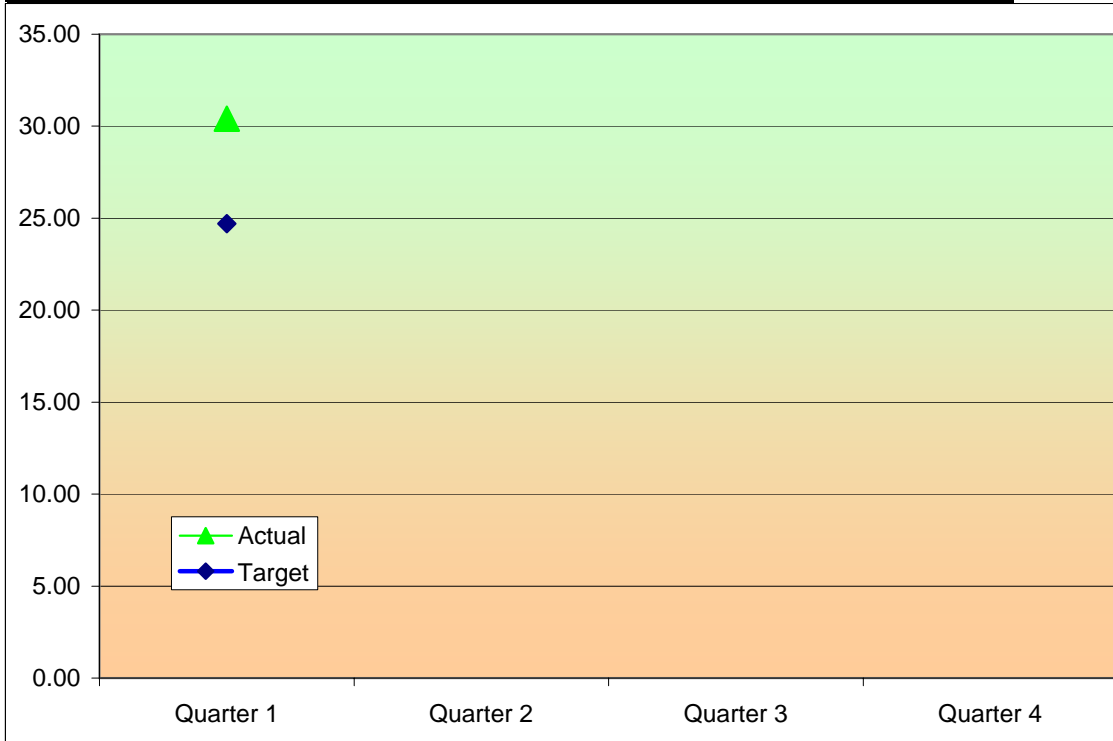
Comments

This indicator reflects the percentage of NNDR collected by the revenues department within the quarter. The figure represents the cumulative proportion of the target collected. It is monitored on a weekly basis through team meetings where actions are discussed on any issues on collection. The actual for the first quarter has exceeded the target due to the active recovery action and the variety of options for payment that residents now have.

Top Quartile for 04/05 = 98.5%

Planned Action

The actual performance targets are monitored on a daily basis to allow for more timely resolution of detrimental performance.



4	BVPI 10 - Percentage of Non-domestic Rates collected	Annual Trend		
The percentage of national non-domestic rates collected by the Authority in the year.		Current variation from target	14.17%	
Indicator Owner	Jayne Pickering - Head of Financial Services			

Performance (Cumulative, percentage, bigger is better)						
10	Target	Actual	Performance	Trend	Variation	Quartile
04/05	98.60	97.60	A		-1.01%	4
05/06	99.12	98.70	A		-0.42%	3
Quarter 1	24.70	28.20	G		14.17%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

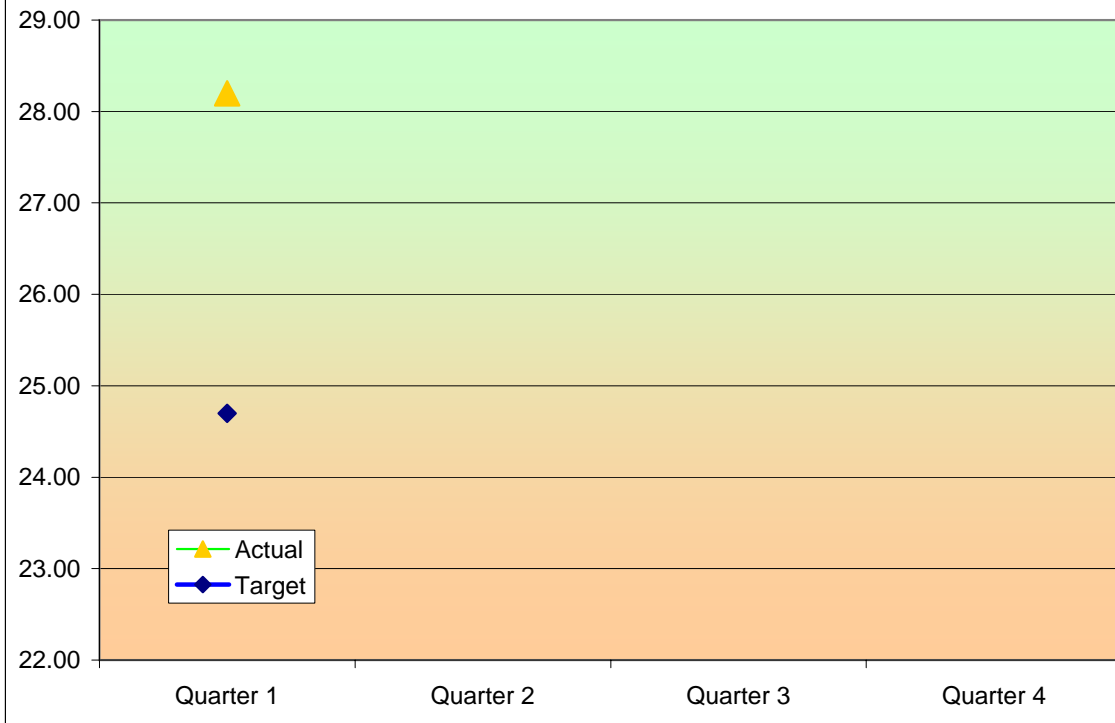
This indicator reflects the percentage of NNDR collected by the revenues department within the quarter. The figure represents the cumulative proportion of the target collected. It is monitored on a weekly basis through team meetings where actions are discussed on any issues on collection.

The actual for the first quarter has exceeded the target due to the active recovery action and the variety of options for payment that residents now have

Top Quartile for 04/05 = 99.2%

Planned Action

The actual performance targets are monitored on a daily basis to allow for more timely resolution of detrimental performance. The collection in 2006/07 is already top quartile as a result of the bills being sent on time.



5	BVPI 11 - Top 5% of earners	Annual Trend		
11a - the percentage of top-paid 5% of local authority staff who are women.		Current variation from target	4.17%	
Indicator Owner	Jo Pitman - Interim Head of Human Resources & Organisational Development			

Performance (Latest, percentage, bigger is better)						
11a	Target	Actual	Performance	Trend	Variation	Quartile
04/05	21.43	19.05	R		-11.11%	3
05/06	22.70	16.88	R		-25.64%	3
Quarter 1	24.00	25.00	G		4.17%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

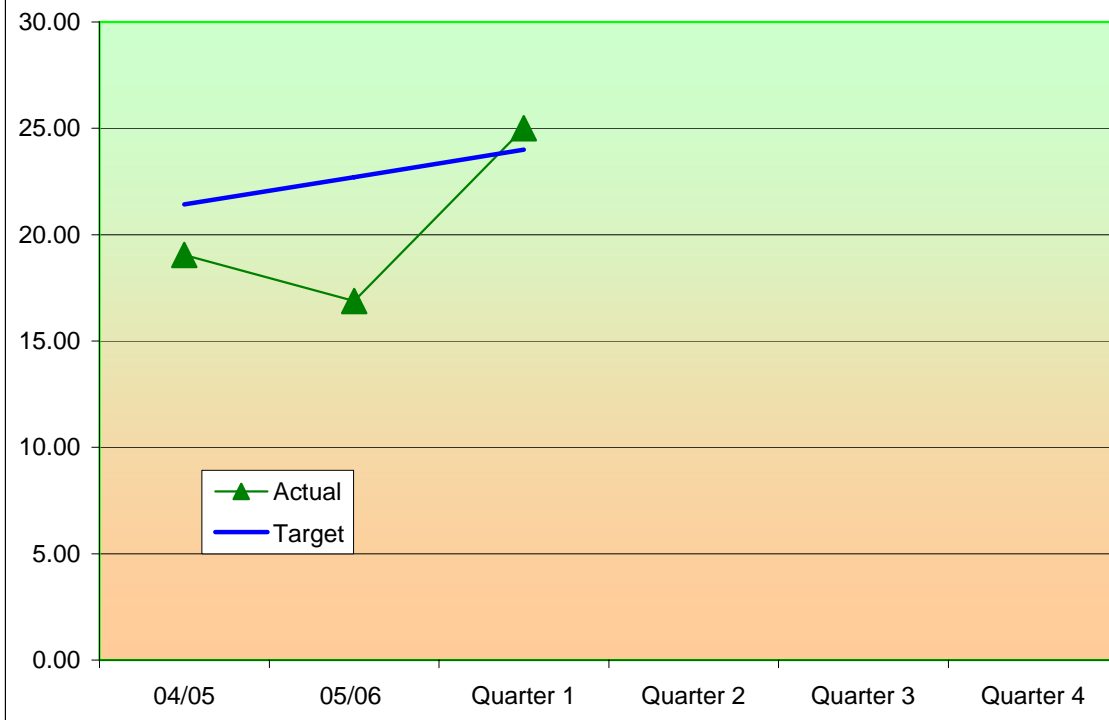
Comments

With this particular BVPI, as the number of employees contained within the top 5% is relatively small (approx 20 people), any small change/deviation to the list has a disproportionate effect on the percentages.
 BDC has recruited 2 new senior female members of staff (Head of E-Gov/Customer Services and Head of HR/OD) this has now placed the Council in the top quartile for this indicator.

Top Quartile for 04/05=28.93%

Planned Action

There are several benefits now in place at the Council that support the advancement of all staff, including these groups, namely: Training and Development programme for all staff (Training Programme agreed and implemented for 2006 to March 2007), Workforce planning (Workforce Plan start development in June 2006 and in place by Sept 2006) and succession planning (in place by end of 2006) to promote internal talent, Flexible working arrangements (in place and reviewed within HR Strategy for 2007 and 2008) A review of the Council's recruitment and retention policy is currently underway which will include assessment of how to attract a more diverse base of applicants. This will be completed by July 2006 however it is anticipated that some quick wins such as changing advertising will be done in the interim. The Council are currently working with TMP advertising agency to identify more effective recruitment branding and advertising.



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

Performance (Latest, percentage, bigger is better)						
11b	Target	Actual	Performance	Trend	Variation	Quartile
04/05	3.57	0.00	R		-100.00%	4
05/06	2.20	0.00	R		-100.00%	4
Quarter 1	1.50	0.00	R		-100.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The Council has made diversity a priority in its Improvement Plan. It is important that our workforce is representative of the community we serve. A range of actions are in place to improve this indicator - see below.

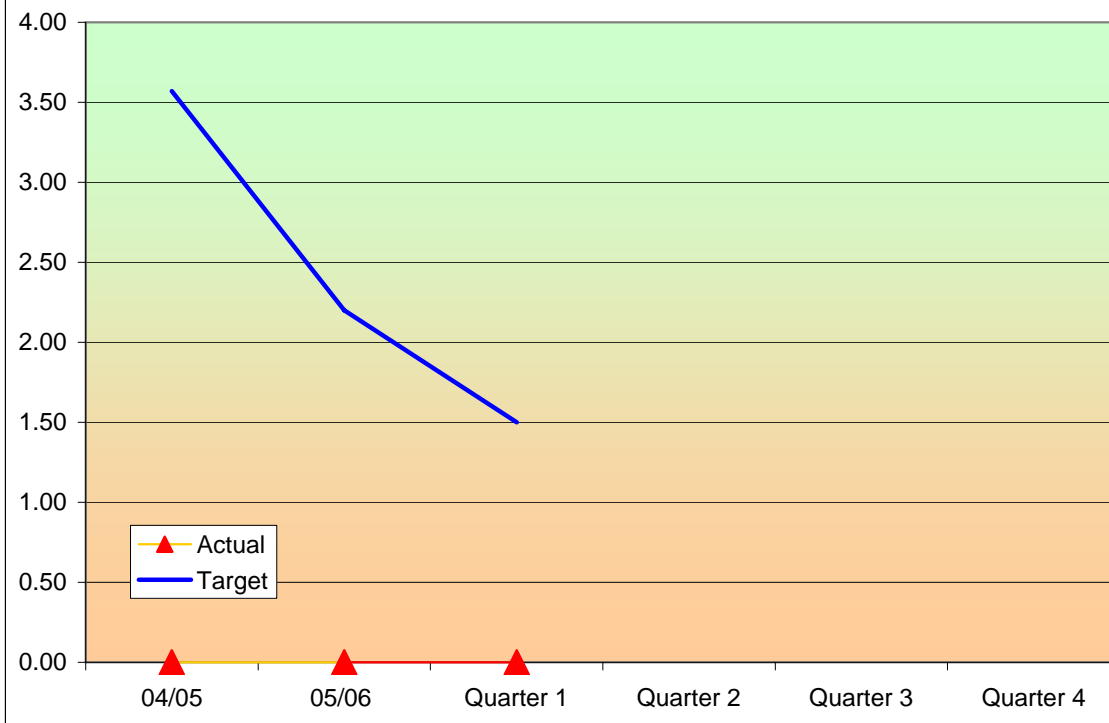
Top Quartile for Quarter 4 = 1.98%




Planned Action

Equality & Diversity Forum includes BME partners who have agreed to help the Council in identifying suitable placement opportunities for its vacancy adverts and communication links with available pools of potential applicants from BME groups.

This feedback will be used in the review of the Recruitment & Retention Policy mentioned above. There are several benefits now in place at the Council that support the advancement of all staff, including these groups, namely: Training and Development programme for all staff (Training Programme agreed and implemented for 2006 to March 2007), Workforce planning (Workforce Plan start development in June 2006 and in place by Sept 2006) and succession planning to promote internal talent, Flexible working arrangements (in place and reviewed within HR Strategy for 2007 and 2008).

A review of the Council's recruitment and retention policy is currently underway which will include assessment of how to attract a more diverse base of applicants (to be completed by July 2006). The Council are currently working with TMP advertising agency to identify



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

Performance (Latest, percentage, bigger is better)						
11c	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	2.20	0.00	R	n/a	-100.00%	n/a
Quarter 1	1.50	0.00	R		-100.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

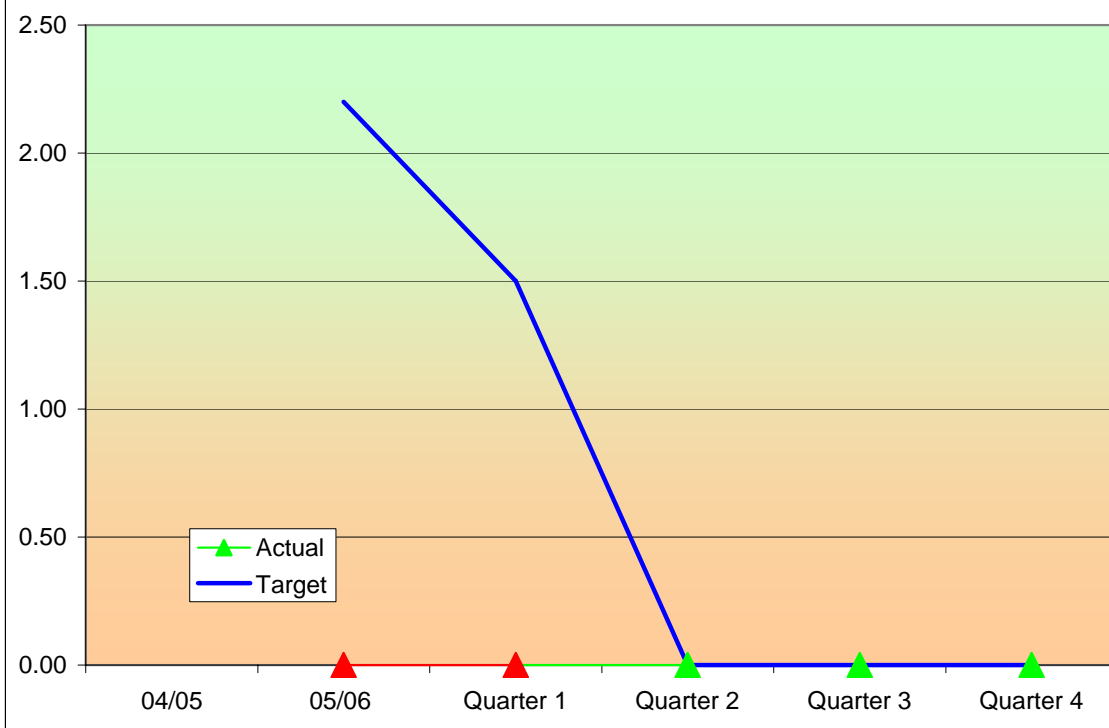
The Council has made diversity a priority in its Improvement Plan. It is important that our workforce is representative of the community we serve. A range of actions are in place to improve this indicator - see below.

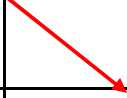



Equality & Diversity Forum includes Disability Access Charity partners who have agreed to help the Council in identifying suitable placement opportunities for its vacancy adverts and communication links with available pools of potential disabled applicants. This feedback will be used in the review of the Recruitment & Retention Policy mentioned above. The Charity, SCOPE, are facilitating a training day on 20th April, 2006, at BDC for key senior staff, partners and Members on the practical implications of the new DDA regulations that come into force in October 2006.




Planned Action

There are several benefits now in place at the Council that support the advancement of all staff, including these groups, namely: Training and Development programme for all staff (Training Programme agreed and implemented for 2006 to March 2007), Workforce planning (Workforce Plan start development in June 2006 and in place by Sept 2006)) and succession planning to promote internal talent, Flexible working arrangements (in place and reviewed within HR Strategy for 2007 and 2008).

A review of the Council's recruitment and retention policy is currently underway which will include assessment of how to attract a more diverse base of applicants. (to be completed by July 2006)The Council are currently working with TMP advertising agency to identify more effective recruitment advertising.



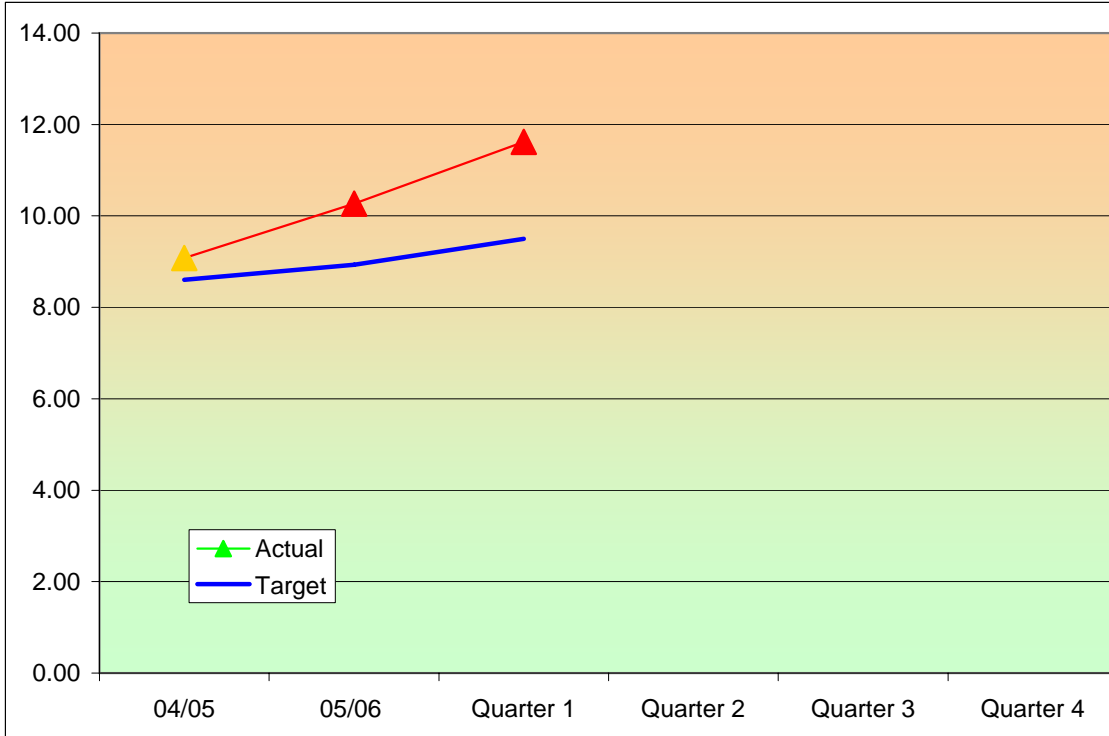
6	BVPI 12 - Working days lost due to sickness absence	Annual Trend	   
The number of working days/shifts lost to the local authority due to sickness absence.		Current variation from target	
Indicator Owner	Jo Pitman - Head of Human Resources & Organisational Development		

Performance (Cumulative, number, smaller is better)						
12	Target	Actual	Performance	Trend	Variation	Quartile
04/05	8.60	9.08	A		-5.58%	2
05/06	8.93	10.27	R		-15.01%	2
Quarter 1	9.50	11.62	R		-22.32%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The Health & Safety Executive are now working in partnership with the Council to develop an action plan to improve sickness absence, particularly in the areas of Stress and Musculo-skeletal injuries.

Top Quartile 04/ 05 = 8.48



Planned Action

Training for Line Managers on effective sickness absence management will be delivered through the 06/07 Training Programme.
 CMT have agreed to set Departmental/Service specific targets for short-term sickness to help drive the improvements in management of this area (CMT to consider and agree by end April 2006). HR is reviewing the management information available to support line managers in dealing with sickness absence.

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

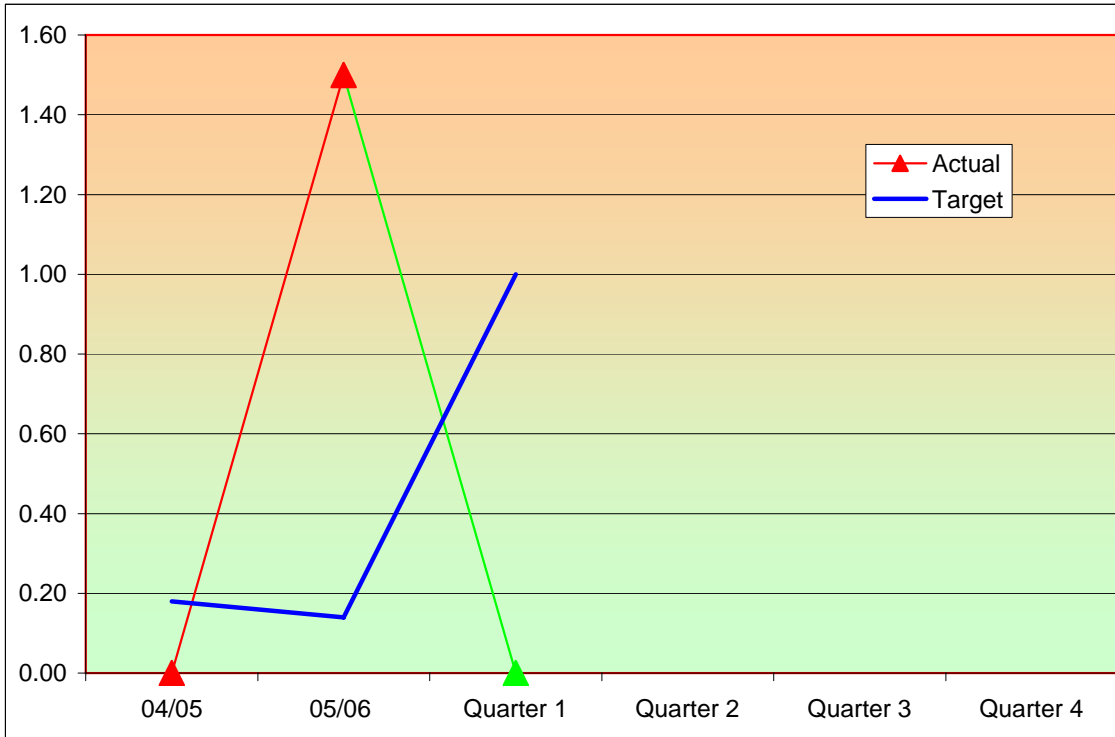
Performance (Latest, percentage, smaller is better)						
14	Target	Actual	Performance	Trend	Variation	Quartile
04/05	0.18	0.00	G		100.00%	1
05/06	0.14	1.50	R		-971.43%	4
Quarter 1	1.00	0.00	G		100.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						




Comments

As the Council has now implemented its full restructure programme, this has had a short-term affect on this indicator. The staff who are leaving as a result of the restructure will be doing so during March and April, there are no planned early retirements forecast beyond this.

Top Quartile for Quarter 4 = 0%

Planned Action



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

Performance (Latest, percentage, smaller is better)						
15	Target	Actual	Performance	Trend	Variation	Quartile
04/05	0.00	0.34	R		-100.00%	3
05/06	0.00	0.60	R		-100.00%	4
Quarter 1	0.03	1.24	R		-100.00%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

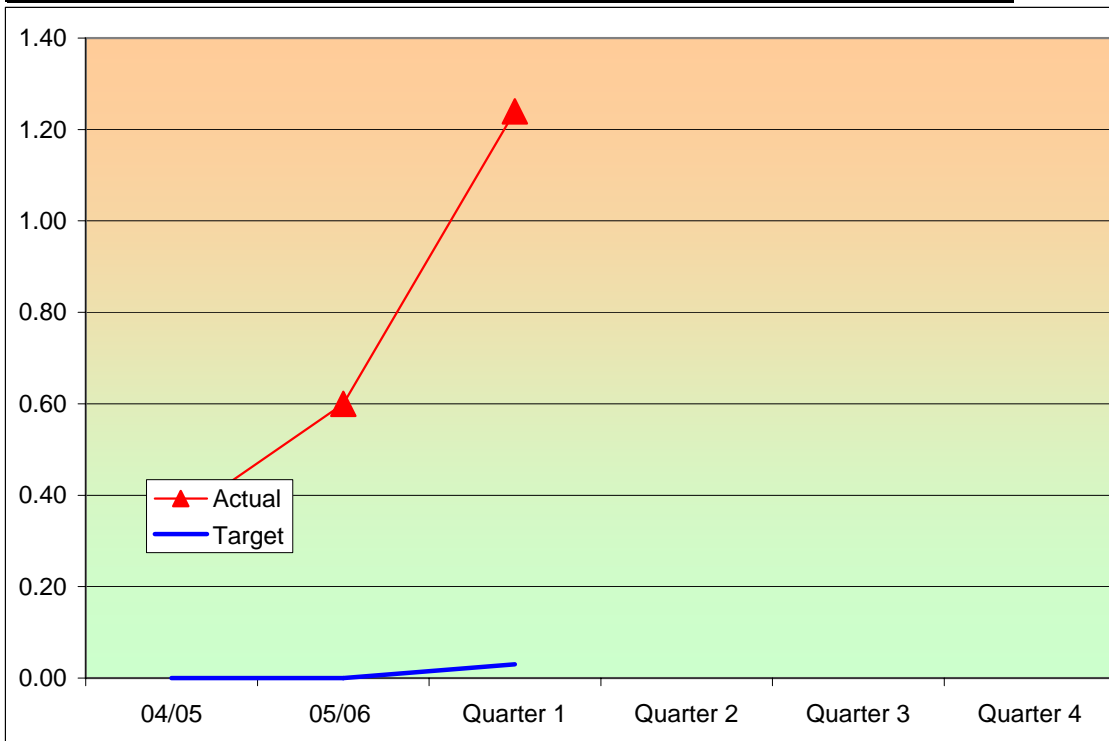
Comments

The Council continues to support all its long term sickness through Occupational Health, and it is only once all avenues for alternative employment have been explored do the Council ask Occupational Health to support an application for ill-health retirement.

Top Quartile for 04/05 = 0%

Planned Action

Training for Line Managers on effective sickness absence management will be delivered through the 06/07 Training Programme.
 CMT have agreed to set Departmental/Service specific targets for short-term sickness to help drive the improvements in management of this area (CMT to consider and agree by end April 2006). HR is reviewing the management information available to support line managers in dealing with sickness absence.



9	BVPI 16 - Disability percentages	Annual Trend		
This is an indicator which shows the performance of 16a in proportion to the Census data (BVPI 16b). It expresses as a percentage 16a / 16b. It is this ratio that is monitored by the Audit Commission.		Current variation from target	-100.00%	
Indicator Owner	Jo Pitman - Head of Human Resources & Organisational Development			

Performance (Latest, percentage, bigger is better)						
16	Target	Actual	Performance	Trend	Variation	Quartile
04/05	18.13	4.69	R		-74.13%	4
05/06	17.05	6.99	R		-59.00%	4
Quarter 1	10.23	10.57	G		3.32%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

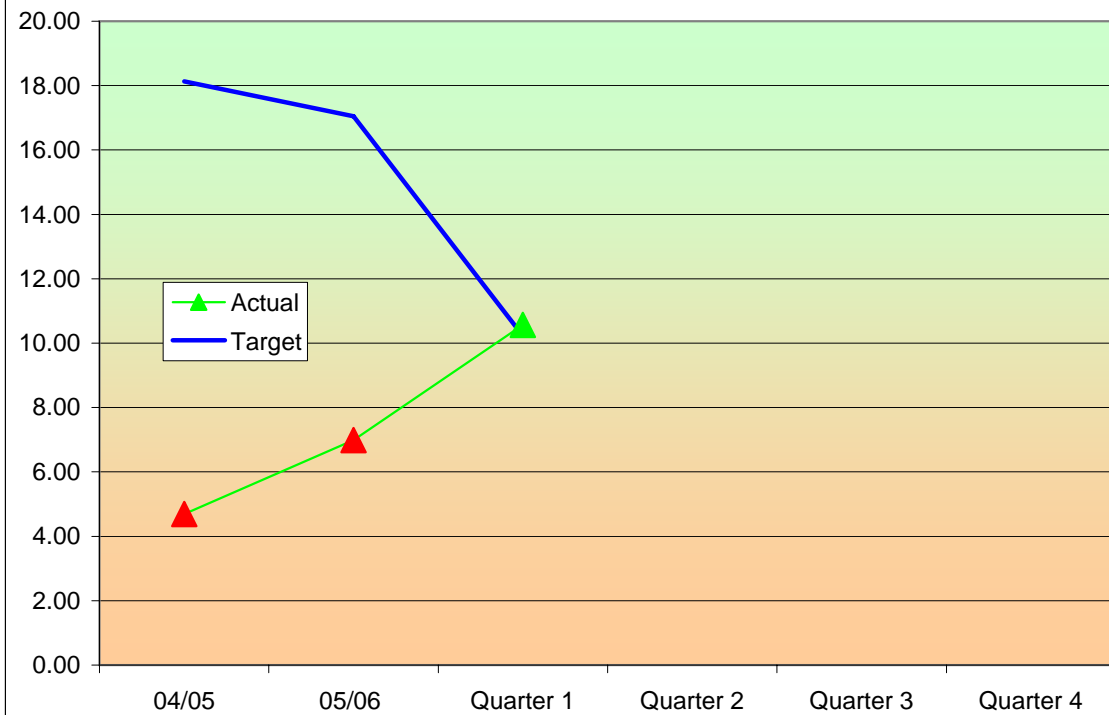
Comments

The Charity, SCOPE, are facilitating a training day on 20th April, 2006, at BDC for key senior staff, partners and Members on the practical implications of the new DDA regulations that come into force in October 2006.

Top Quartile for 04/05 =34.77%

Planned Action

Equality & Diversity Forum includes Disability Access Charity partners who have agreed to help the Council in identifying suitable placement opportunities for its vacancy adverts and communication links with available pools of potential disabled applicants. This feedback will be used in the review of the Recruitment & Retention Policies (by July 2006)



10	BVPI 17 - Ethnic Minority percentages	Annual Trend		
This is an indicator which shows the performance of 17a in proportion to the Census data (BVPI 17b). It expresses as a percentage 17a / 17b. It is this ratio that is monitored by the Audit Commission.		Current variation from target	-100.00%	
Indicator Owner	Jo Pitman - Head of Human Resources & Organisational Development			

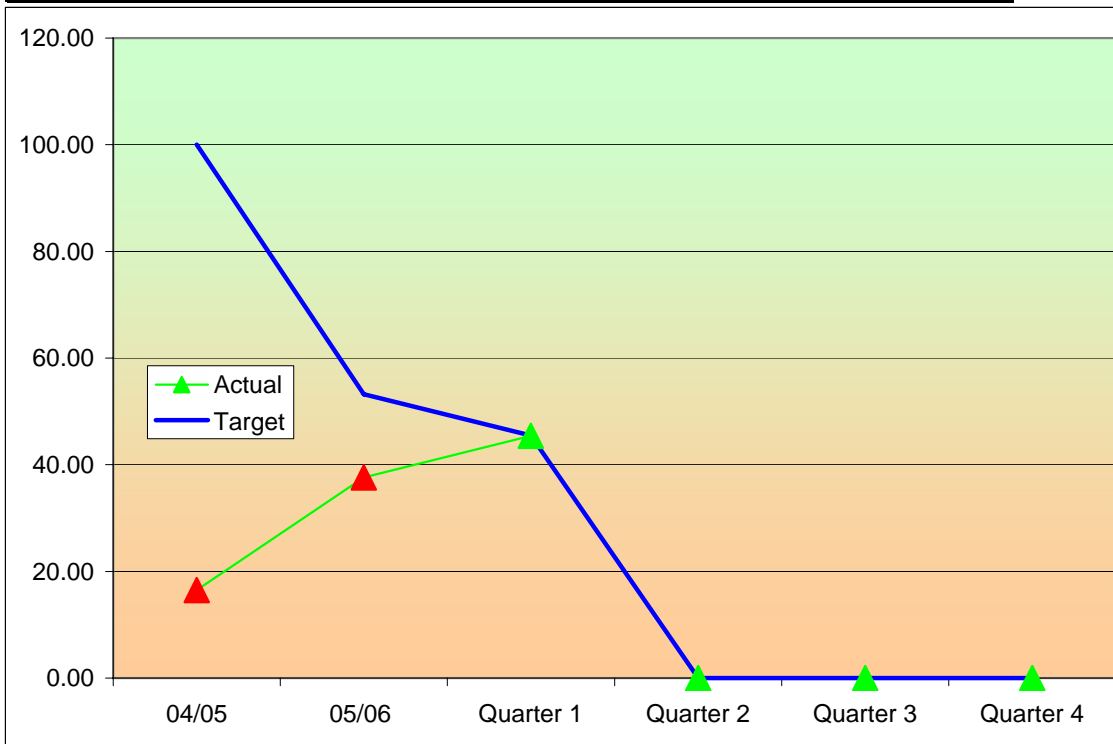
Performance (Latest, percentage, bigger is better)						
17	Target	Actual	Performance	Trend	Variation	Quartile
04/05	100.00	16.51	R	n/a	-83.49%	4
05/06	53.21	37.61	R		-29.32%	4
Quarter 1	45.45	45.41	A		-0.09%	
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

Top Quartile for 04/05 = 108.5%

Planned Action

Equality & Diversity Forum includes BME partners who have agreed to help the Council in identifying suitable placement opportunities for its vacancy adverts and communication links with available pools of potential applicants from BME groups. This feedback will be used in the review of the Recruitment & Retention Policy (by July 2006).

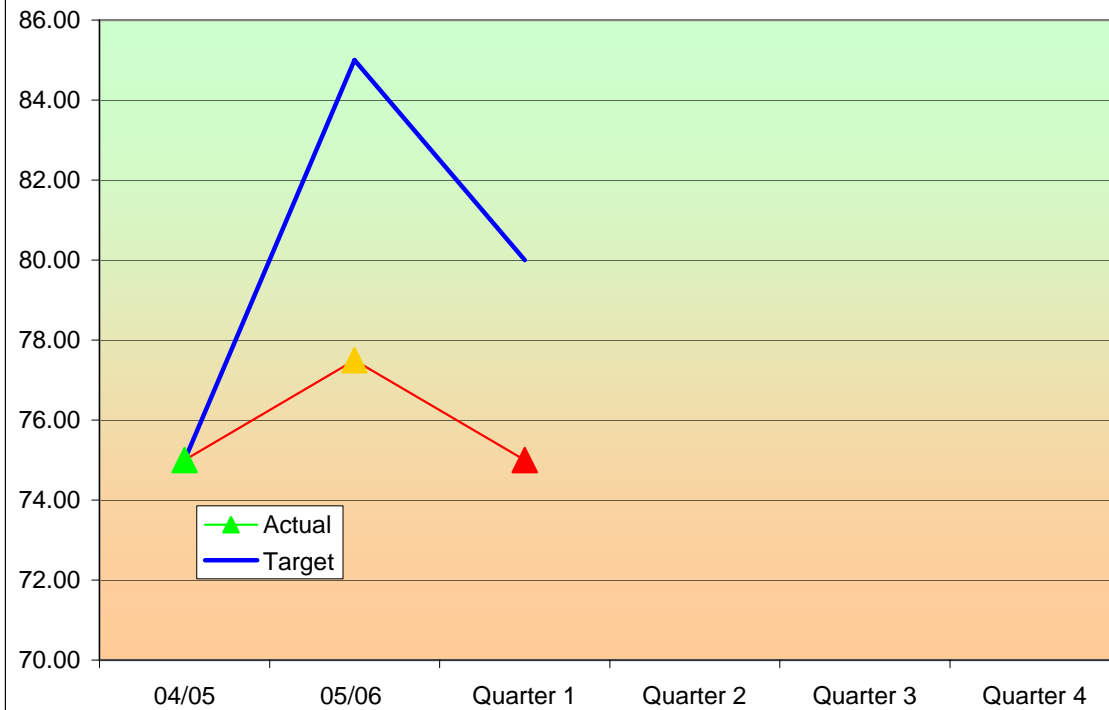


11	BVPI 156 - Buildings accessible to people with a disability	Annual Trend		
The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people.		Current variation from target	-6.25%	
Indicator Owner	Andrew Burton - Head of Legal & Democratic Services			

Performance						
156	Target	Actual	Performance	Trend	Variation	Quartile
04/05	75.00	75.00	G		0.00%	n/a
05/06	85.00	77.50	A		-8.82%	n/a
Quarter 1	80.00	75.00	R		-6.25%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						




Comments

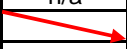
This indicator has been identified as an issue both in terms of diversity and through comment on the housing inspection.



Planned Action

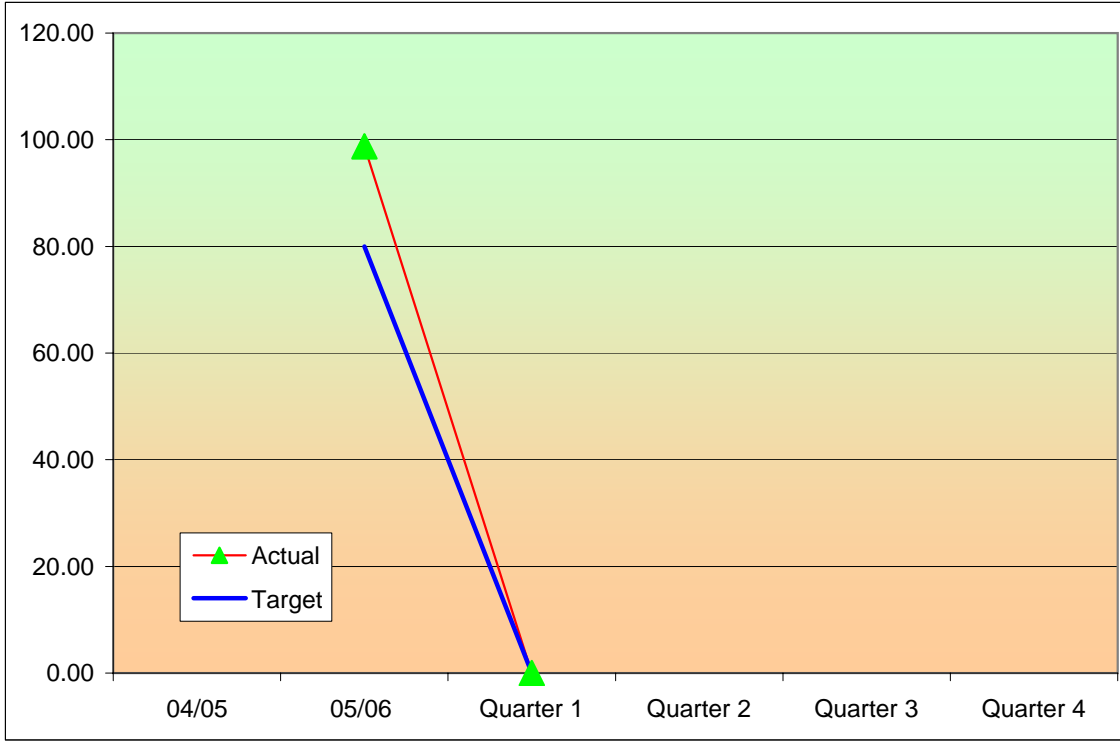
1. Council and Scope have developed an action plan to audit all Council buildings for accessibility to, disabled people. Work commences week commencing the 7th August - High Priority.
2. Councils Equalities Officer meets regularly with the Bromsgrove Disabled Access Group. The Group are involved in the drafting of the Disability Equality Scheme.

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

Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	80.00	98.78	G	n/a	23.48%	n/a
Quarter 1			R		#DIV/0!	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments
 This indicator is being reviewed see planned actions

Planned Action
 We have recently recruited a full time Customer First officer who will be presenting a report to CMT on 8th August. The report will recommend the way forward for the introduction of the new system.



#

14	LPI Corporate - % of full responses sent within 10 days	Annual Trend	n/a	
The percentage of full responses sent within 10 working days to mail received into the Council		Current variation from target	-9.52%	
Indicator Owner	Hugh Bennett - Assistant Chief Executive			

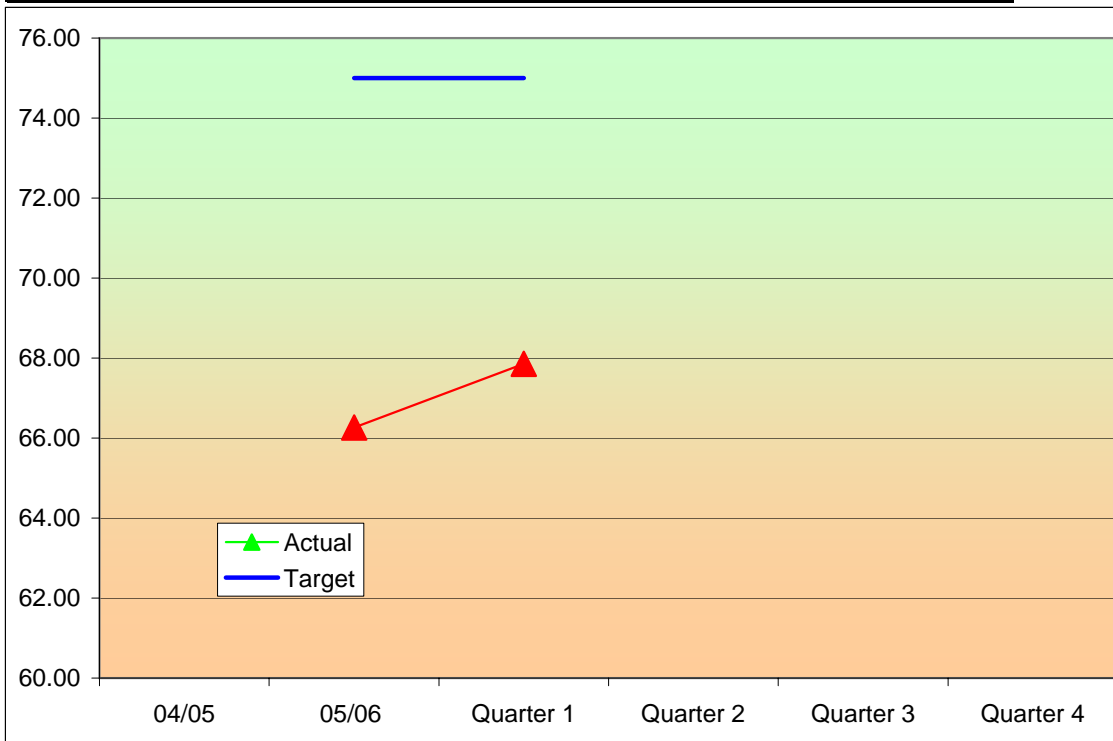
Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	75.00	66.26	R	n/a	-11.65%	n/a
Quarter 1	75.00	67.86	R		-9.52%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						




Comments

We have recently recruited a full time Customer First officer who will be presenting a report to Hugh Bennett on the 31st of Jly. The report outlines a method of re launching the scheme after council wide consultation.

Planned Action

This indicator is being reviewed see planned actions for previous indicator.



15	LPI Legal Services - % of Housing Benefit Court Proceedings begun within 10 days	Annual Trend	  
Indicator reports the percentage of proceedings to recover overpaid Housing Benefit which are commenced within 10 working days of full information enabling the case to start.			
Indicator Owner	Andrew Burton - Head of Legal & Democratic Services		

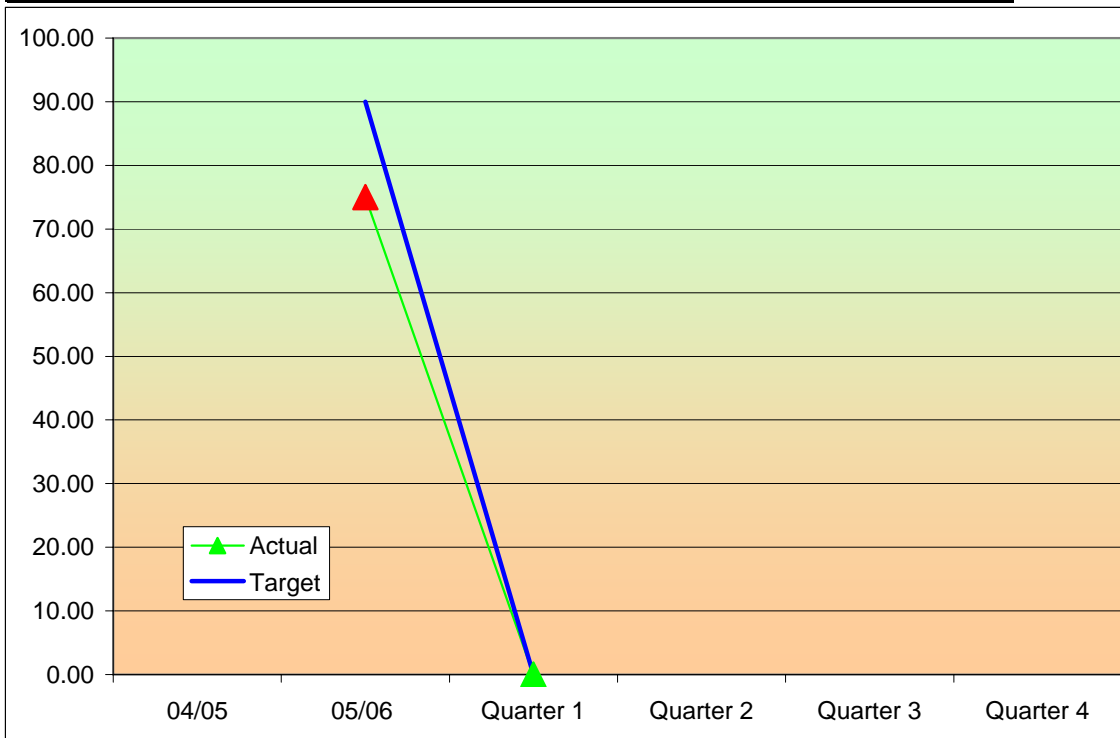
Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	90.00	75.00	R	n/a	-16.67%	n/a
Quarter 1	0.00	0.00	R		0.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

Performance in the first quarter was affected by a small number of cases of unusual complexity which brought down the average performance return. Performance for the remainder of the year has been ahead of target, notwithstanding the paucity of legal department staff (until recently).

Planned Action

Additional staff now recruited and in post will assist with delivery of service in accordance with requirements of the client department.



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

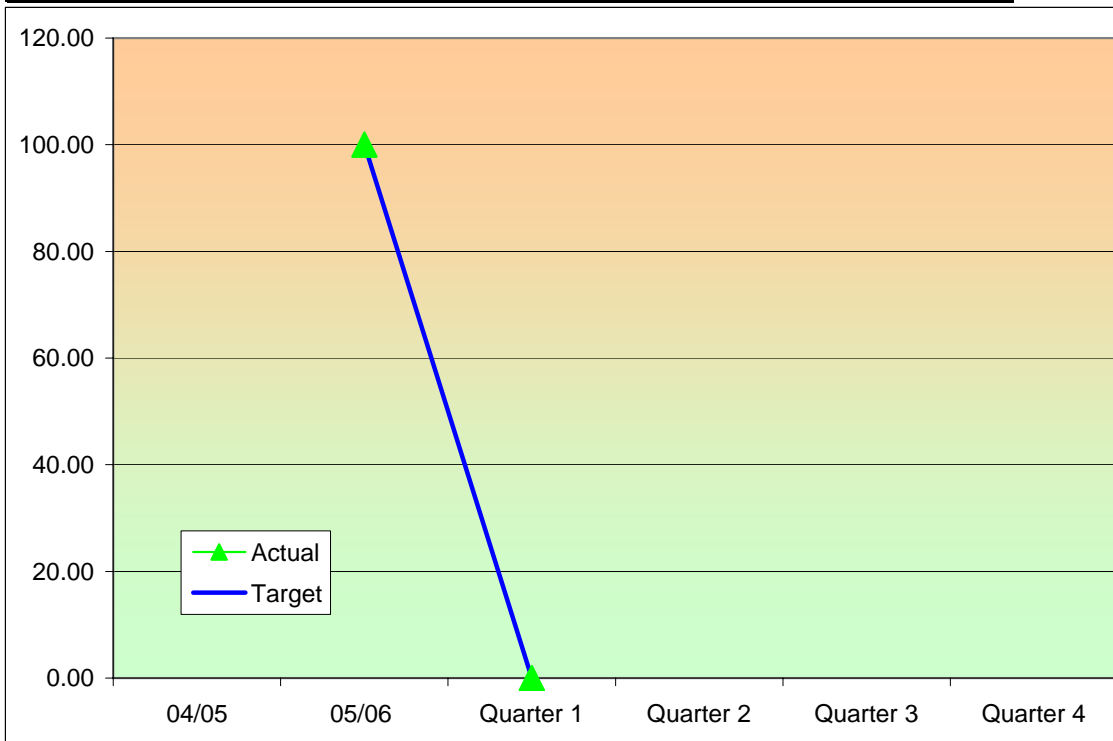
Performance (Latest, percentage, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	100.00	100.00	G	n/a	0.00%	n/a
Quarter 1	0.00	0.00	G	n/a	#DIV/0!	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

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

Planned Action

As part of the review of financial and performance monitoring there is an aim to link the performance management information with the financial information to give members a true reflection of the standing of all activities within the Council. The quarter 2 information (Sept 06) will show the information in a combined report.



17	PLI Financial Services - Number of days to do reconciliations			
This represents the number of days taken to complete reconciliations of cash systems within the council		Annual Trend		
Indicator Owner	Jayne Pickering - Head of Financial Services	Current variation from target	0.00%	

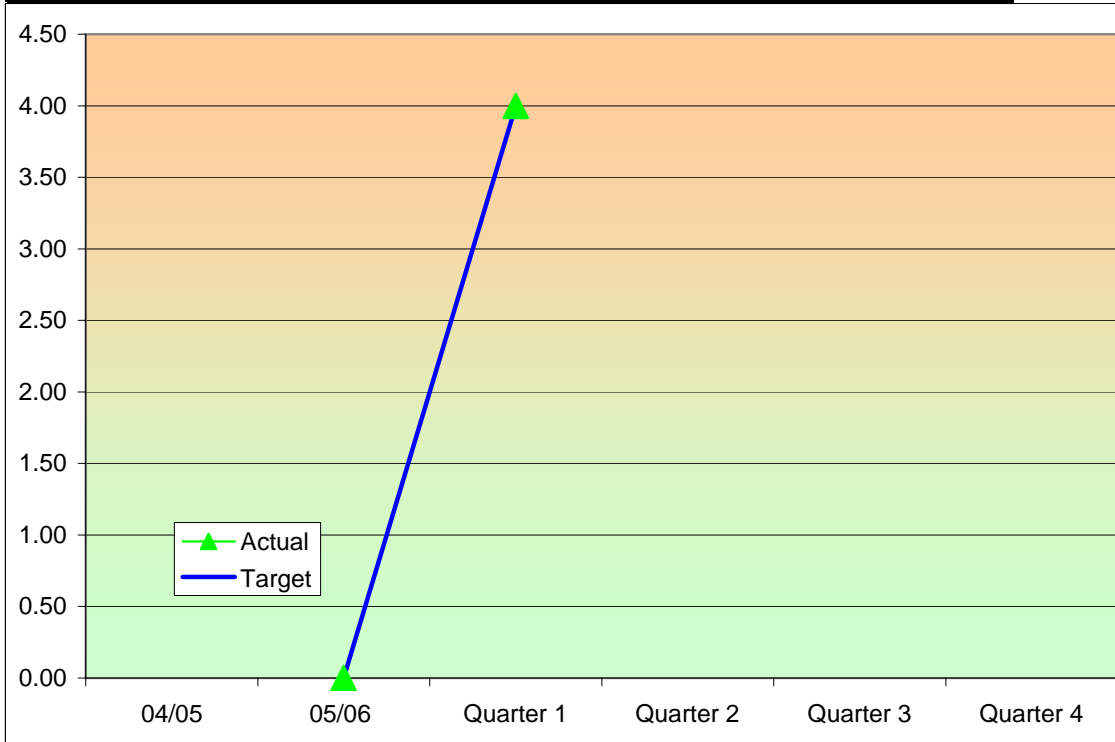
Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	New	New	New	New	New	New
Quarter 1	4.00	4.00	G		0.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This indicator reflects the number of days after the end of the month that the accountancy team take to reconcile the system and general accounts. These include: bank, cash and payroll reconciliation. The actual is on target as the team are ensuring that all reconciliations are delivered within the deadline.

Planned Action

There is to be a review of the cash receipting system to be undertaken in August which will improve the reconciliation process. The target will be reviewed during the business planning process.



18	LPI Financial Services -PercentageOf sundry debt over 35 days old	Annual Trend	n/a	
This represents the percentage of sundry debtors over 35 days old		Current variation from target	0.00%	
Indicator Owner	Jayne Pickering -Head of Financial Services			

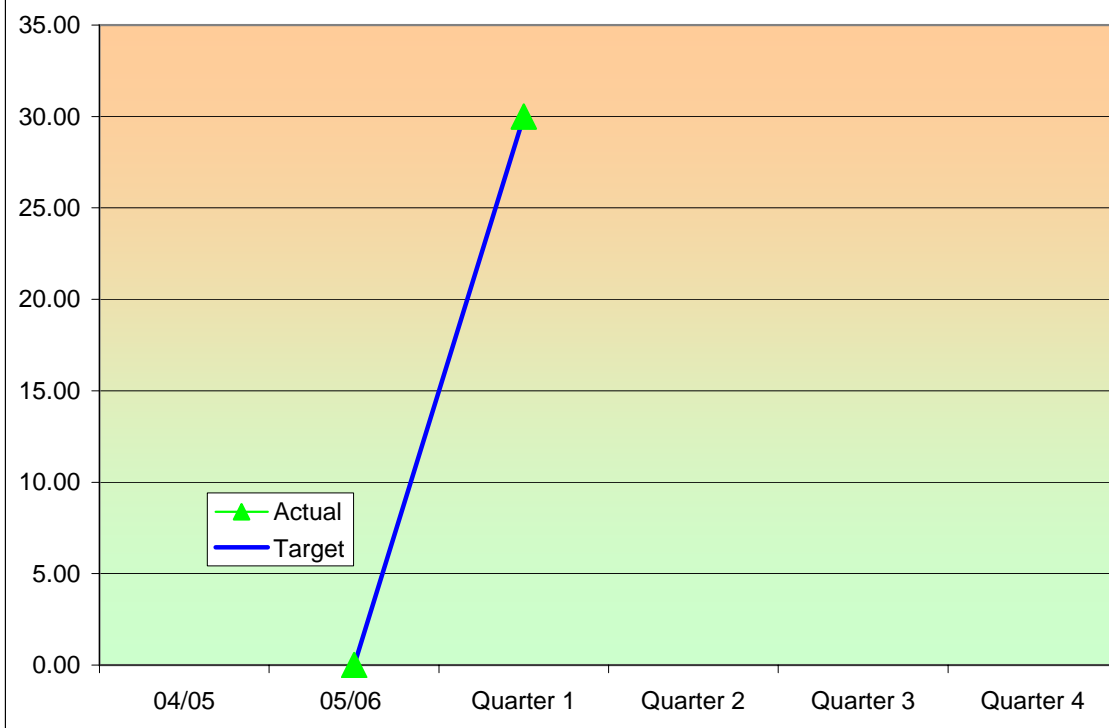
Performance (Latest, number, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	New	New	New	New	New	New
Quarter 1	30.00	30.00	G		0.00%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

This indicator reflects the percentage of sundry debt that is over 35 days old. Sundry debt is made up of the invoices that the Council sends to customers in respect of all debt excluding that relating to Council Tax, Business Rates or Benefit overpayments. These invoices include cesspool emptying, excess car parking tickets and trade refuse.
 The debt to the Council for the first quarter is £581,523 of this £45,701 is over 35 days old.
 Any debts that are over 35 days are currently with the legal department who will look to recover debts through the courts.

Planned Action

The sundry debtor officer has clear processes in place to follow for the recovery of debt .



21	LPI Financial Services - % of audit assignments completed in timescale	Annual Trend	n/a	
This indicator reflects the percentage of audit assignments completed within agreed timescales		Current variation from target	5.26%	
Indicator Owner	Jayne Pickering - Head of Financial Services			

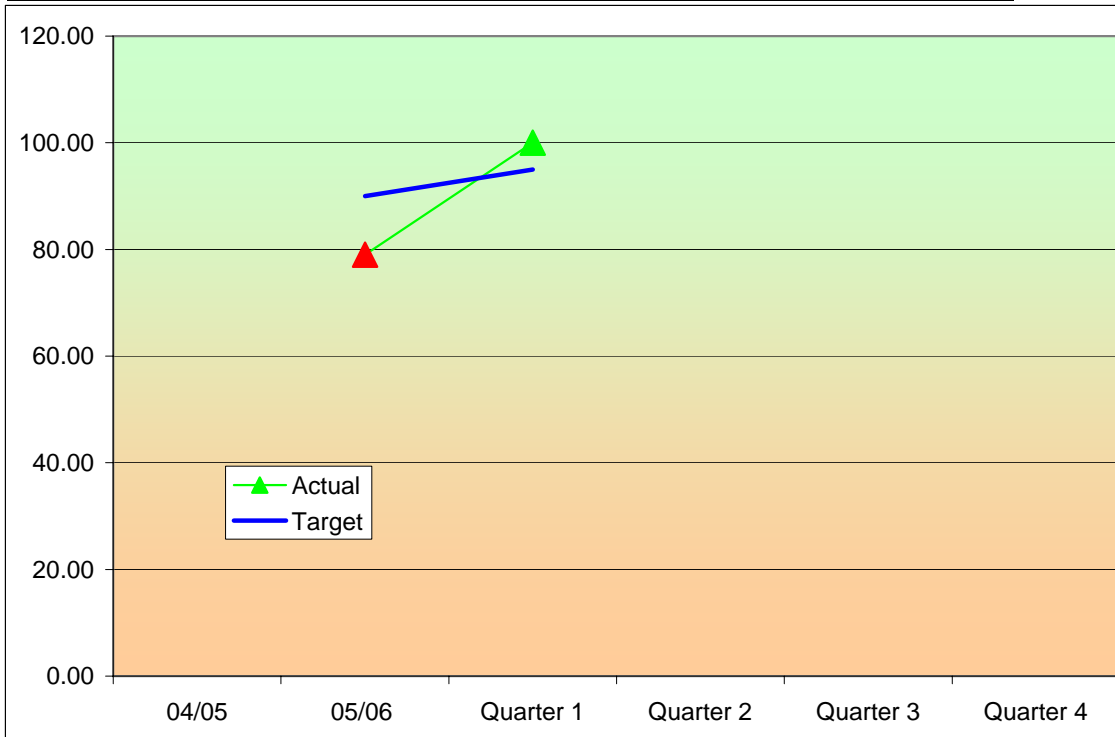
Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	90.00	79.00	New	↘	-12.22%	n/a
Quarter 1	95.00	100.00	G	↗	5.26%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						




Comments


The indicator is used to demonstrate the performance of the audit team in completing the audit assignments with the agreed timeline. The timescale is different for each audit depending on the level of expertise /risk associated with the audit being undertaken. The quarter shows a increase in the performance from 67% to 80% this is as a result of the impoved policies and procedures that are undertaken by the audit team.

Planned Action

The recruitment of the staff is complete - the new posts have been filled by part qualified auditors to ensure a high quality and turnaround of audit assignments. One member started in April and a further is to start in early May. The new processes and procedures are now fully documented for use by the team. With a full year of information regarding the time taken on assignments we will be looking to continually review the performance of individual members of the team.



22	LPI Financial Services - % of the scheduled audit plan delivered	Annual Trend	n/a	  
This indicator reflects the percentage of audit plan delivered within period.		Current variation from target	-78.57%	
Indicator Owner	Jayne Pickering - Head of Financial Services			

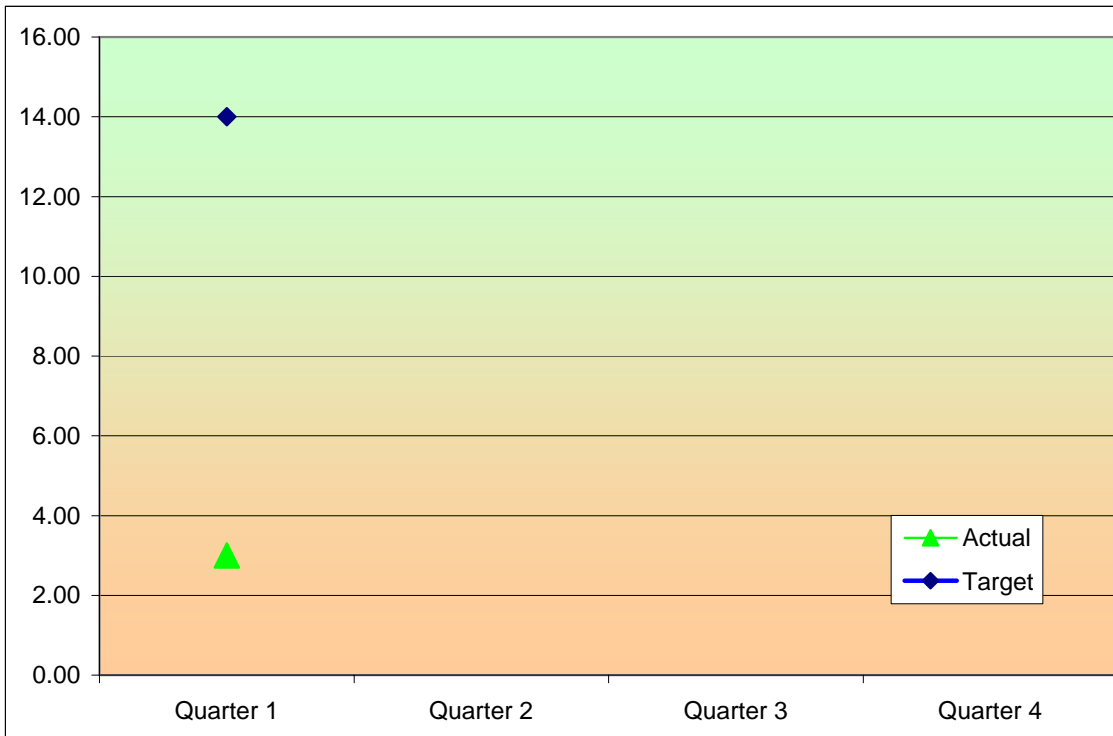
Performance (Cumulative, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	90.00	73.00	R	n/a	-18.89%	n/a
Quarter 1	14.00	3.00	R		-78.57%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The audit plan is agreed and approved at the start of the financial year. During the year the plan is reviewed to assess implications of additional work / delays in audits. The actual has been under performing to that expected during 2005/06 due to the vacancies of staff within the team (50%) and the implementation of the new processes and procedures that will take up to 6 months to be fully embedded into the culture of the team. Work has commenced on 37% of audit reviews for 2006/07.

Planned Action

The recruitment of the staff is complete - the new posts have been filled by part qualified auditors to ensure a high quality and turnaround of audit assignments. One member started in April and a further is to start in early May.
The new processes and procedures are now fully documented for use by the team.
With a full year of information regarding the time taken on assignments we will be looking to continually review the performance of individual members of the team.

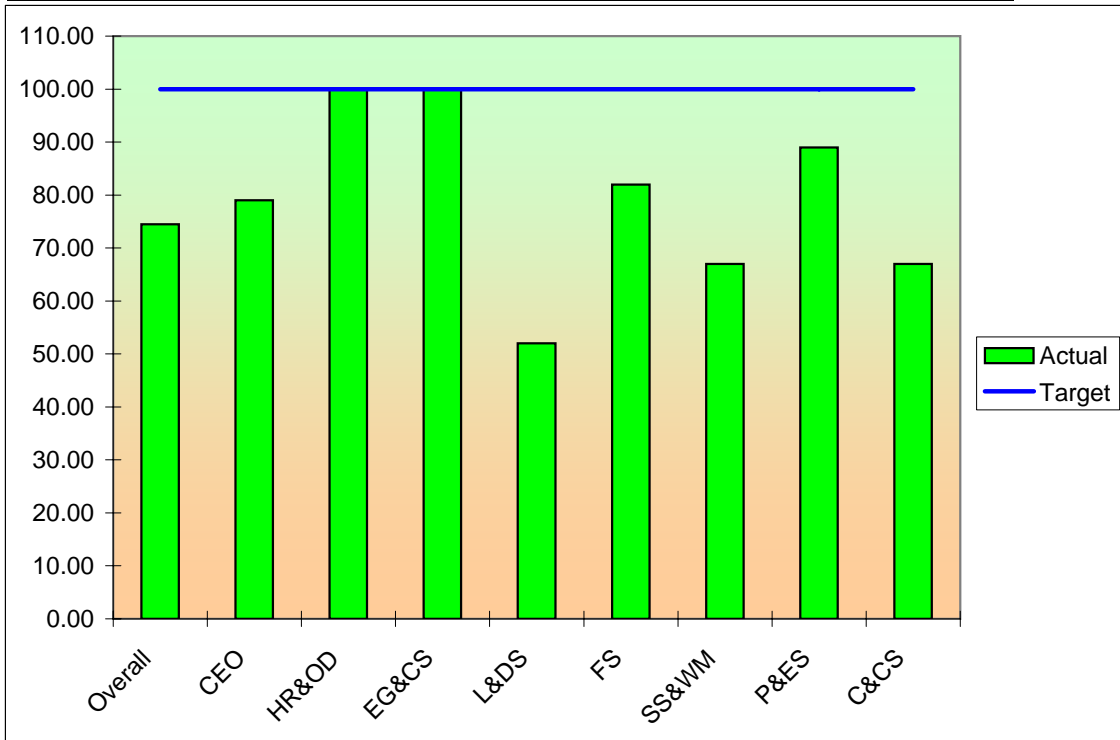


23	LPI Human Resources - % of staff appraisals undertaken	Annual Trend	n/a	
The percentage of staff appraisals (PDRs) undertaken.		Current variation from target	-25.52%	
Indicator Owner	Jo Pitman - Interim Head of Human Resources & Organisational Development			

Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	100.00	74.48	R	n/a	-25.52%	n/a
Quarter 1	100.00	75	R	-25%		n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						


Comments

The graph shows the latest quarters figures for each department. All Heads of Services are aware of the deadlines for completion of the PDRs for all staff in their Service. An up-to-date list of PDRs received is attached. There are 48 to be carried out (12%). These are promised by the end of August.



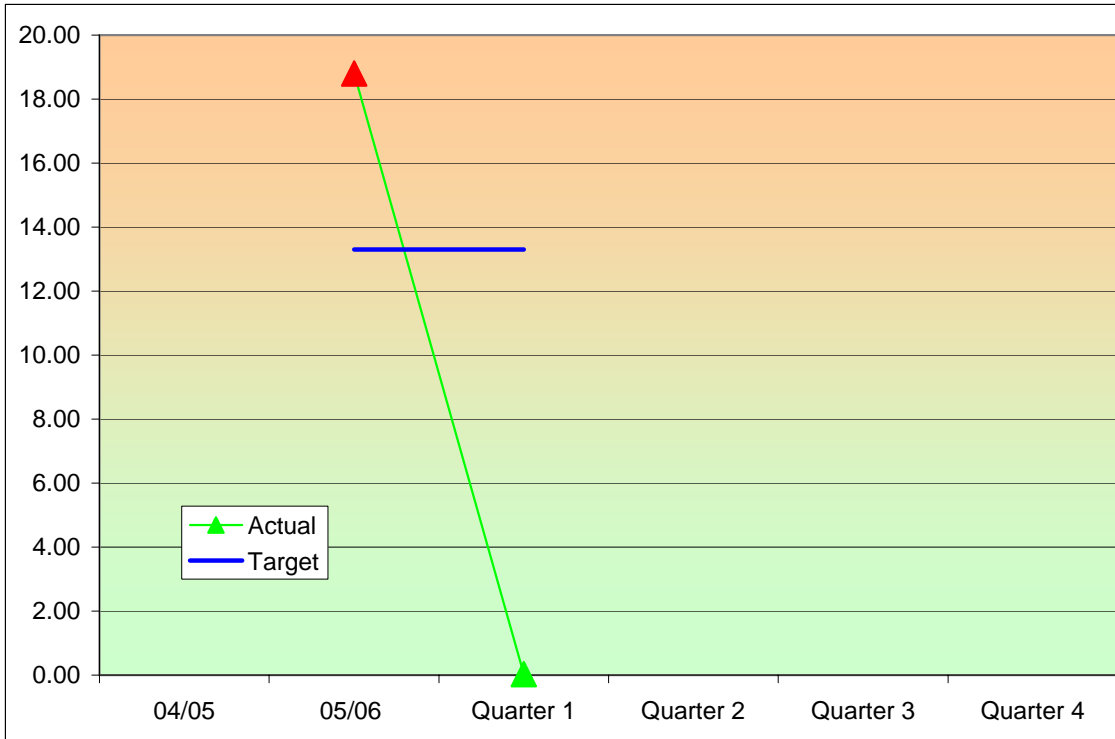
Planned Action

A revised timetable will be put before CMT by end of April 06.

24	LPI Human Resources - % of staff turnover	Annual Trend		
The percentage of staff turnover. This is the number of changes in personnel expressed as a percentage of the total number of employees.		Current variation from target	99.77%	
Indicator Owner	Jo Pitman - Interim Head of Human Resources & Organisational Development			

Performance (Latest, percentage, smaller is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	13.30	18.80	R	n/a	-41.35%	n/a
Quarter 1	13.30	0.03	A	→	99.77%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments



Planned Action
 HR is reviewing the Council's Recruitment and retention policy (by July 06). The Council is also promoting its flexible working arrangements. The actions from both the IIP assessment and the Staff survey will be reviewed for implications on staff turnover with a view to a repeat staff survey in Jan 07 and an IIP assessment in March/April 07.

25	LPI IT Services - Percentage of helpdesk calls closed within timescales	Annual Trend		
The percentage of IT helpdesk calls that have been closed within timescales		Current variation from target	-100.00%	
Indicator Owner	Deb Poole - Head of E-Government & Customer Services			

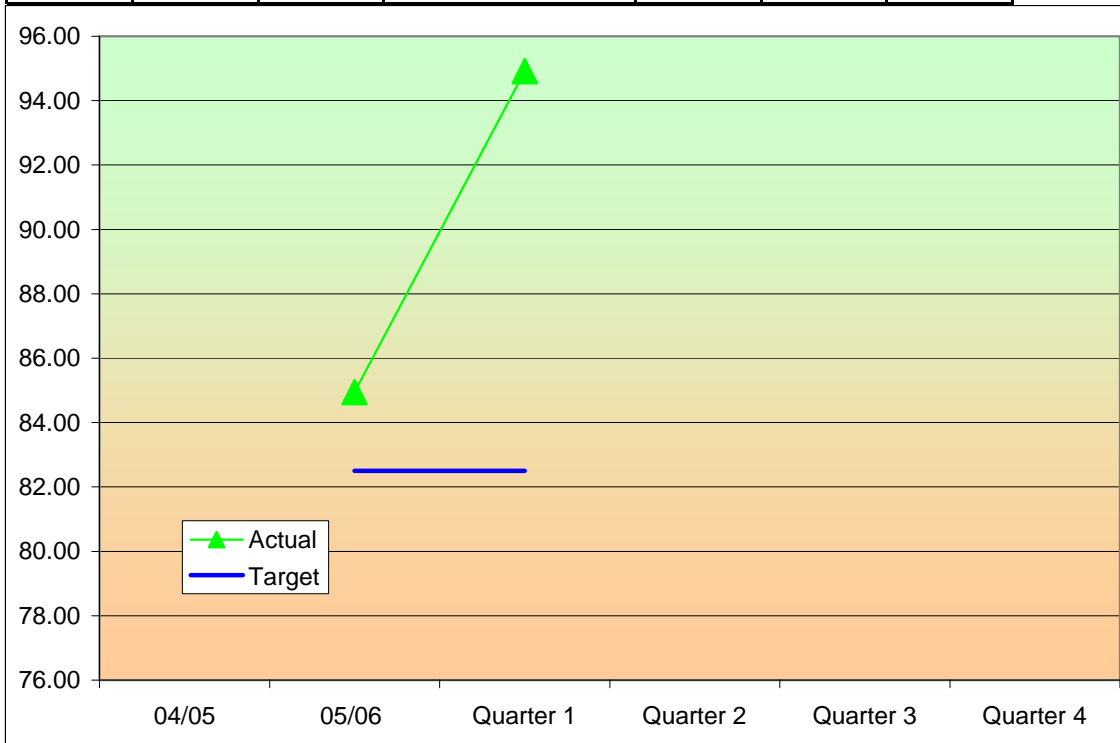
Performance (Latest, percentage, bigger is better)						
	Target	Actual	Performance	Trend	Variation	Quartile
04/05	New	New	New	New	New	New
05/06	82.50	84.95	G	n/a	2.97%	n/a
Quarter 1	82.50	94.92	G		15.05%	n/a
Quarter 2						
Quarter 3						
Quarter 4						
06/07						

Comments

The introduction of a new external helpdesk and internal changes to call handling procedures have delivered an improvement in call clearance times.

Planned Action

To continue to monitor the overall performance of the external helpdesk to ensure a quality service. To work with our external helpdesk supplier to develop and improve the helpdesk system. To use the helpdesk system to provide more management information reports. This information will be used to highlight areas of good and bad performance and to formulate planned improvements/developments. The overall target will be increased for 06/07. The target will also be measured against the Society of IT Management KPI benchmarks.



BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18TH JULY 2006

BUSINESS PLANS 2006/07: QUARTER 1 REVIEW

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

1. SUMMARY

- 1.1 To present the Quarter 1 2006/07 service business plan reviews to the Performance Management Board.

2. RECOMMENDATION

- 2.1 It is recommended that the Performance Management Board:
- a) endorse the Quarter 1 2006/07 service business plan reviews attached as Appendix 1.

3. BACKGROUND

- 3.1 As part of the Council's performance improvement endeavours, it was agreed that service business plans should be reviewed on a quarterly basis in order to track progress and proactively identify any issues/problems at the earliest stage.

4. Financial Implications

- 4.1 None.

5. Legal Implications

- 5.1 None.

6. Corporate Objectives

- 6.1 Having quarterly reviews of business plans 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 quarterly reviews will allow problem areas to be addressed in a timely fashion.

Background Papers

No further background papers.

Contact officer

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Tel: (01527) 881412

NOTE

Reports should be page numbered as follows
Agenda item number/page number (eg. 8/1)

(revised Feb 06)

Key Deliverables, Indicators and Project / Task Milestones

Corporate Communications Policy & Performance

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

Ref.	Key Deliverable Title
KD01	Develop the Council's Performance Management System

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	Top 45	-	70% on target.	67% of indicators improving.	Quarterly
CPA PM	CPA Rating	-	Level 3	Not applicable.	Annual

Ref.	Project / Task Title	Project Lead
CCPP01	Performance Management Board and Business Planning	SC and LB
Planned position at 30 th Jun 2006	Top 45 and Corporate PIs for quarter 4 reported to PMB and Cabinet. Agreement by PMB and Cabinet on indicators to delete from Performance Plus.	Amber
Planned position at 30 th Sep 2006	Top 45 and Corporate PIs for quarter 1 reported to PMB and Cabinet.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Business Plans completed and signed off by CMT/SMT. Top 45 and Corporate PIs for quarter 2 reported to PMB and Cabinet.	Red/Amber/Green?

Planned position at 31 st Mar 2007	Business Plans completed, scrutinised and signed off by Cabinet. Business Plans made available on Performance Plus or Intranet. Top 45 and Corporate PIs for quarter 3 reported to PMB and Cabinet.	Red/Amber/Green?
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Comments:-

The "Top 45" and Corporate Health indicators have been reported each quarter. The format complies with Audit Commission guidance and we have had positive feedback from our Audit Commission relationship manager on the suitability of the format. Heads of Service not regularly attend PMB to take questions and we have seen a substantial uplift in performance for the first quarter of 2006/07. There are still too many indicators on Performance Plus. An officer from the Corporate Communications, Policy and Performance Team has met with heads of service to agree which indicators should be deleted. The recent departure of a Corporate Policy and Performance Officer with the most knowledge of Performance Plus has caused a delay in deleting the indicators. This report is now programmed to come to PMB in October. Members of the team are going on a benchmarking visit to Gloucestershire County Council in August to learn more about the capabilities of Performance Plus.

Ref.	Key Deliverable Title
KD02	Develop and roll out a Customer Strategy.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	Customer standards to be developed as part of "Customer First" Strategy.	-	-	Not applicable.	-

Ref.	Project / Task Title	Project Lead
CCPP02	Customer First Strategy	HB
Planned position at 30 th Jun 2006	Strategy agreed at Cabinet in March and roll out in line with agreed action plan. Action plan likely to include development of customer standards, customer measures and the use of mystery shoppers and customer satisfaction surveys to drive improvement.	Amber
Planned position at 30 th Sep 2006	Strategy agreed at Cabinet in March and roll out in line with agreed action plan.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Strategy agreed at Cabinet in March and roll out in line with agreed action plan.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Strategy agreed at Cabinet in March and roll out in line with agreed action plan.	Red/Amber/Green?

Comments:-

The Action Plan for the Strategy contained a range of actions. The following have been delivered. Recruitment of Customer First Officer. Agreement of new Vision and Values including Customer First (this will formally go to Cabinet in September). Established contract for Customer Panel. Project management methodology has customer impact. Spotlight has been shut down and replaced with PACT (West Mercia Police will be submitting a report to the September LSP Board on putting PACT on a sustainable footing). All staff have gone through Customer First training (with the exception of the depot (these staff will be trained in November – quieter time of year). SMT have started doing “back to the floor” days which have proved very popular with staff and insightful. A formal programme for CMT will be considered at their 08 August meeting.

Areas not delivered:-

Cabinet reports to contain “customer impact”? This is easy enough to correct and has been picked up by the Customer First Officer.

All procurement exercises to include awareness of “customer impact”. Again, see above.

Internet/Intranet update. This is due to be completed in August.

Establish Customer Board. This was actioned, but the Leader and Acting Chief Executive subsequently agreed for CMT and Cabinet to act as the Board. 6 monthly reviews are programmed.

Staff suggestion scheme. A report is going to CMT on 08 August, with launch in September.

Finalise Customer Charter. The charter has been finalised, but we have delayed the launch until the new Vision is agreed (19 September 2006).

Subscription to a professional customer care organisation. This has proved to be too costly and the Customer First Officer is currently investigating BDC joining a inter-authority group.

Retain copies of positive letters and display at reception points. This has been actioned and will be put in place once the new “front of house” opens.

Develop Customer First poster. Will be launched once new Vision and Values agreed (19 September 2006).

Ref.	Project / Task Title	Project Lead
CCPP03	ODPM Satisfaction Survey (Statutory Duty)	GB
Planned position at 30 th Jun 2006	Contract let.	Green
Planned position at 30 th Sep 2006	First wave of benefits survey produced.	Red/Amber/Green?
Planned position at 31 st Dec 2006	All surveys completed.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Results processed (all dates are subject to confirmation of Government timetable).	Red/Amber/Green?

Comments:-

The contract has been let to SNAP Surveys. An initial meeting has been held with SNAP and an project plan agreed.

Ref.	Key Deliverable Title
KD03	Develop and roll out a Communications Strategy.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	To be developed as part of Communications Strategy.	See below.	See below.	See below.	See below.

Ref.	Project / Task Title	Project Lead
CCPP04	Development and roll out of Communications Strategy	CS/HB
Planned position at 30 th Jun 2006	Strategy agreed by Cabinet in March 2006 and action plan on target. Visible Leadership event for staff in Spadesborne Suite. Communications Strategy Action Plan on target.	Amber
Planned position at 30 th Sep 2006	Communications Strategy Action Plan on target.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Communications Strategy Action Plan on target.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Communications Strategy Action Plan on target.	Red/Amber/Green?

Comments:-

The Communications Strategy – A Stronger Voice for Bromsgrove District was agreed at March Cabinet. The Strategy contained an action plan. The following paragraphs detail the position at quarter 1.

Areas delivered:-

Back to the floor have started with a formal programme to be agreed at CMT on 08 August.

The Acting Chief Executive has been attending team meetings (a formal programme needs to be agreed for SMT).

Major event communications plans have been used for a series of potential “banana skins” e.g. housing inspection.

Customer Panel contract has been awarded to SNAP Surveys.

Increase Member briefings and policy debates. There have been a number of debates on a series of issues e.g. the health configurations, the proposed police merge. There have also been a number of member seminars e.g. Council Plan.

Publish A to Z of services in Council Chat. An A to Z was published in the last Council Chat.

Re-energise staff network. Staff champions have been appointed as part of the work on the Council Plan, with a meeting to feedback to staff to take place in early September. The intention is then to work with staff on a series of issues.

Core Brief is now firmly established.

Staff forums. A series of forums have taken place for staff, with further ones planned for the Autumn.

Areas not delivered:-

Simplify corporate message. The message has been simplified, but will not be formally agreed until Full Council on 19 September.

Regular meeting with local newspaper editors. Have taken place, but with mixed success.

Opening health and safety induction sessions. This has not been actioned. It will now be picked up.

Adopt formal consultation policy. In draft. Programmed to go to Cabinet in October.

Member Bulletin. First edition being produced and available to Members in September.

Capacity has been issue, which is now being addressed as part of the Improvement Plan and the appointment of a Communications Manager.

Ref.	Project / Task Title	Project Lead
CCPP05	Management of Spotlight	GB/CS
Planned position at 30 th Jun 2006	Spotlights run as per agreed calendar with good representation from Council and partners.	Green
Planned position at 30 th Sep 2006	Spotlights run as per agreed calendar with good representation from Council and partners.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Spotlights run as per agreed calendar with good representation from Council and partners.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Spotlights run as per agreed calendar with good representation from Council and partners.	Red/Amber/Green?

Comments:-

All meetings took place as planned until Spotlight was suspended. The Corporate Communications, Policy and Performance Team put a considerable effort into these meetings, but the public appetite for the meetings no longer exists, with the start up of PACT. The Leader of the Council has asked for a paper setting out a pilot approach to neighbourhood management, linking in the expected White Paper on local government. This needs to be programmed into the Forward Plan.

Ref.	Key Deliverable Title
KD04	Review the Community Plan and develop a set of corporate priorities and KPIs for 2007-2010.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	N/a	N/a	N/a	?	N/a

Ref.	Project / Task Title	Project Lead
CCPP06	Community Plan and LSP Review	LB
Planned position at 30 th Jun 2006	<p>All the following points will depend on the outcome of a meeting of the LSP Board in March to discuss its future direction.</p> <p>Development of a single “strap line” for the District which provides a strategic focus.</p> <p>Development of a set of priorities based on the single “strap line”.</p>	Green
Planned position at 30 th Sep 2006	<p>Single “strap line” and priorities fed into Council debate on “Bromsgrove First”.</p> <p>Review of LSP structure in the light of above (form follows function) and decision on future structure (smaller LSP Executive of big hitters) with wider LSB Board (Forum).</p>	Red/Amber/Green?
Planned position at 31 st Dec 2006	<p>Implementation of structure and development of performance measures and headline projects in support of agreed “strap line” and priorities.</p> <p>Development of performance management framework to support the above.</p>	Red/Amber/Green?
Planned position at 31 st Mar 2007	Delivery of performance measures and projects managed by performance management framework and new structure.	

Comments:-

The LSP Board has been restructured (ahead of the September deadline) to a more manageable number. These people are also the decision-makers in their respective organisations. Four priorities have been identified: town centre, Longbridge, affordable housing and the LAA targets. The DCLG Lead Official, John Edwards has stressed the importance of partnership working as critical to resolving some of the priorities identified. The Assistant Chief Executive has programmed reports from the LSP Board to the Performance Management Board to ensure that the Board is held to account by elected politicians. The Leader of the Council and Sue Baxter (CALC) are on the Board.

Ref.	Key Deliverable Title
KD05	Review the Corporate Plan and develop a set of corporate priorities and KPIs for 2007-2010.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	CPA Feedback (see below)	-	-	-	-

Ref.	Project / Task Title	Project Lead
CCPP07	Review of Corporate Plan, Corporate Priorities and KPIs.	ACE
Planned position at 30 th Jun 2006	Report to Cabinet and Scrutiny setting out proposals for development (April/May 2006). Initial long listing of possible priorities at a special Member event (for all Members). Gathering of evidence and research in support of the long listed priorities.	Green
Planned position at 30 th Sep 2006	Joint SMT/Cabinet away day to short list potential priorities. Scrutiny to have completed work on researching issues that are distinct to the District and the calling of witnesses to drill down into particular issues of concern.	Red/Amber/Green?

Ref.	Project / Task Title	Project Lead
CCPP07	Review of Corporate Plan, Corporate Priorities and KPIs.	ACE
Planned position at 31 st Dec 2006	<p>Completion of budget/Bromsgrove First public consultation to help provide evidence base (if deemed necessary in light of evidence produced thus far).</p> <p>Full Council debate with each Group putting forward their priorities and evidence in support. Scrutiny to also report to Full Council with their cross party view on priorities with supporting evidence.</p> <p>By end of November 2006 a revised Corporate Plan 2007-2010 agreed by Cabinet to feed into the 2007/08 budget and medium term financial plan.</p>	Red/Amber/Green?
Planned position at 31 st Mar 2007	Publication of revised Corporate Plan for 2007-2010 with suitable communications to staff and media.	Red/Amber/Green?

Comments:-

The quarter 1 position has been achieved, but in July. As part of the Top Team development programme, Cabinet/SMT have agreed a Vision, Council Objectives, priorities and a set of values underpinning these. As part of this work, all Members were written to and invited to comment, as were all Board Chairman. Staff were offered a similar arrangement. Key partner agencies have also been contacted and the focus group work undertaken as part of the this year's budget used (as it is still applicable) to obtain the views of the public. The Corporate Communications, Policy and Performance Team have also produced information "About Bromsgrove District", to provide a statistical backdrop to these discussions. This information was presented to Cabinet and CMT as part of the Top Team work.

Ref.	Key Deliverable Title
KD06	Continue to deliver a range of internal and external publications and manage media relations.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	% of positive press articles	-	Baseline to be established in 2006/07	Mary to supply,	Monthly
N/a	% positive feedback on Core Brief and % of staff who have received Core Brief	-	Baseline to be established in 2006/07	84% receive Core Brief and 70% of these find it useful.	Monthly and Annual
N/a	% positive feedback on Briefly Bromsgrove and Chief Executive's Bulletin and Grapevine	-	Baseline to be established in 2006/07	Employee Survey and Member Survey to establish in early 2007.	Annual via staff survey
N/a	% of residents who remember receiving Council Chat and % positive feedback	-	Baseline to be established in 2006/07	First survey in Dec. 2006	Annual via Citizen's Panel survey
N/a	% of residents who remember receiving the Council Tax leaflet and % positive feedback	-	Baseline to be established in 2006/07	As above.	Annual via Citizen's Panel survey
N/a	Press satisfaction with media handling at the Council		This will be a qualitative measure	Mary to provide.	Phone call to main paper editors by ACE

Ref.	Project / Task Title	Project Lead
CCPP08	External/Internal Publications	MP
Planned position at 30 th Jun 2006	Core Brief, Grapevine, Chief Executive's Bulletin and Briefly Bromsgrove to all staff (and Members where appropriate). Core Brief, Grapevine, Chief Executive's Bulletin and Briefly Bromsgrove to all staff (and Members where appropriate).	Green
Planned position at 30 th Sep 2006	Core Brief, Grapevine, Chief Executive's Bulletin and Briefly Bromsgrove to all staff (and Members where appropriate). Summer Council Chat published.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Core Brief, Grapevine, Chief Executive's Bulletin and Briefly Bromsgrove to all staff (and Members where appropriate). Winter Council Chat published.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Core Brief, Grapevine, Chief Executive's Bulletin and Briefly Bromsgrove to all staff (and Members where appropriate). Council Tax leaflet published (statutory).	Red/Amber/Green?

Comments:-

The Chief Executive's Bulletin has stopped and will be replaced by a Member Bulletin starting on 01 September. This will also replace Briefly Bromsgrove. A new and improved Grapevine will be launched in September with a new name and improved printing. Core Brief has continued to be produced every two weeks with one exception. The Spring Council Chat was also produced with positive feedback from Cabinet Members i.e. it had improved, but also negative feedback that it was too centred on Bromsgrove and did not cover the democratic element of the Council sufficiently. As a result, each party has been asked to nominate a representative to sit on a Council Chat editorial Board (September), which will set the editorial policy for the year ahead.

Ref.	Key Deliverable Title
KD07	Prepare the Council for a full Comprehensive Performance Assessment and be assessed January to March 2007.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CPA	CPA Rating	Poor	Fair with good prospects for improvement.	?	Annual
CPA	Corporate Assessment Key Lines of Enquiry	N/a	Ambition 2 Performance mgmt 2 Prioritisation 2	?	Annual

Ref.	Project / Task Title	Project Lead
CCPP09	CPA Preparation	CS
Planned position at 30 th Jun 2006	Completion of self-assessment and development of improvement plan to close gaps.	Red/Amber/Green?
Planned position at 30 th Sep 2006	Improvement plan on target.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Progress Assessment undertaken with sufficient progress to trigger a full Comprehensive Performance Assessment.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Full Comprehensive Performance Assessment undertaken.	Red/Amber/Green?

Comments:-

Ref.	Key Deliverable Title
KD08	Co-ordinate the reporting and updating of the Council's recovery plan.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	Traffic light system.	70% Green 20% Amber 10% Red.	No red projects. Recovery plan delivered.	93% on target.	Monthly March 2007

Ref.	Project / Task Title	Project Lead
CCPP010	Recovery Plan	LB
Planned position at 30 th Jun 2006	Three PMBs and Government Monitoring Boards held and recovery plan on target (see above).	Green
Planned position at 30 th Sep 2006	Six PMBs and Government Monitoring Boards held and recovery plan on target (see above).	Red/Amber/Green?
Planned position at 31 st Dec 2006	Nine PMBs Meeting and Government Monitoring Boards held and recovery plan on target (see above).	Red/Amber/Green?
Planned position at 31 st Mar 2007	Twelve PMBs Meeting and Government Monitoring Boards held and recovery plan on target (see above).	Red/Amber/Green?

Comments:-

The now defunct recovery plan has been produced as required. A new improvement plan has been agreed and will now be reported on (starting in September). The Council has received positive feedback on the content and readability of the plan. The Council has also received positive feedback on supplementary performance reports requested by GMB.

Ref.	Key Deliverable Title
KD09	Development of the Council's/Bromsgrove Partnership contribution to the Local Area Agreement.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	LAA Targets		70% on target.	?	Six monthly

Ref.	Project / Task Title	Project Lead
CCPP11	Local Area Agreement	LB
Planned position at 30 th Jun 2006	Establishment of reporting sheets for all outcomes/targets relevant to the District.	Red
	Reporting of performance against targets to the LSP Board and the Performance Management Board/Cabinet (for information purposes only where the target is not delivered by the Council).	
	Monitor development of approach to distribution of funding streams for 2007/2008.	
Planned position at 30 th Sep 2006	Reporting of performance against targets to the LSP Board and the Performance Management Board/Cabinet (for information purposes only where the target is not delivered by the Council).	Red/Amber/Green?
	Completion of performance return required for County to report overall performance to GOWM.	
	Monitor development of approach to distribution of funding streams for 2007/2008.	
Planned position at 31 st Dec 2006	Reporting of performance against targets to the LSP Board and the Performance Management Board/Cabinet (for information purposes only where the target is not delivered by the Council).	Red/Amber/Green?
	Monitor development of approach to distribution of funding streams for 2007/2008.	

Planned
position at
31st Mar 2007

Reporting of performance against targets to the LSP Board and the Performance Management Board/Cabinet (for information purposes only where the target is not delivered by the Council).

Red/Amber/Green

Completion of performance return required for County to report overall performance to GOWM.

Monitor development of approach to distribution of funding streams for 2007/2008.

Comments:-

This work has slipped due to a lack of capacity in the team and the required focus on our own indicators. This area has been discussed with the DCLG lead official and, given the improvements required in the Council's own performance is less of priority right now. We should be able to start reporting in the Autumn once the team is at full capacity.

Ref.	Key Deliverable Title
KD10	Publish Council Results 2004/05 (the Best Value Performance Plan).

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	Number of qualified indicators	No qualified indicators	Number of qualified indicators	N/a	Annual
N/a	Statutory publication date	Published on time	Published on time	30 June 2006	Annual

Ref.	Project / Task Title	Project Lead
CCPP11	Council Results (Best Value Performance Plan)	?
Planned position at 30 th Jun 2006	Council Results agreed by the Portfolio Holder, CMT and published on the Internet.	Green
Planned position at 30 th Sep 2006	Council Results considered by the Performance Management Board and Cabinet (findings fed into discussions on Corporate Plan 2007-2010).	Red/Amber/Green?
Planned position at 31 st Dec 2006	External Audit work on BVPIs completed. Statutory return to the ODPM completed.	Red/Amber/Green?
Planned position at 31 st Mar 2007	Outcome of audit work reported to Audit Committee and Performance Management Board.	Red/Amber/Green?

Comments:-

Council Results was published to the required statutory deadline has been reported to CMT and PMB and will go to Cabinet this month and Full Council in September. The report received positive feedback, in terms of improved format, from PMB; however, it has highlighted the current problems with performance (along with the Top 45 and Corporate Health indicators). This information was particularly useful to both the Walsall MBC improvement planning day and to the Top Team event on the Council's future priorities.

Ref.	Key Deliverable Title
KD11	Develop Policy Responses to major Government initiatives and local issues.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	Consultation Deadlines	N/a	All major policy initiatives responded to.		Quarterly

Ref.	Project / Task Title	Project Lead
CCPP12	Policy responses	CS
Planned position at 30 th Jun 2006	Major consultations on policy responded to with appropriate input from the Portfolio Holder and Full Council is very major cases e.g. PCT re-configuration etc.	Green
Planned position at 30 th Sep 2006	Major consultations on policy responded to with appropriate input from the Portfolio Holder and Full Council is very major cases e.g. PCT re-configuration etc.	Red/Amber/Green
Planned position at 31 st Dec 2006	Major consultations on policy responded to with appropriate input from the Portfolio Holder and Full Council is very major cases e.g. PCT re-configuration etc.	Red/Amber/Green

Ref.	Project / Task Title	Project Lead
Planned position at 31 st Mar 2007	Major consultations on policy responded to with appropriate input from the Portfolio Holder and Full Council is very major cases e.g. PCT re-configuration etc.	Red/Amber/Green

Comments:-

Working with the Portfolio Holders the team has responded to all relevant policy consultations e.g. future of LSPs, CPA X 2, PCT configurations x 3, Mental Health provision reconfiguration and Police restructure.

Key Deliverables, Indicators and Project / Task Milestones

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

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

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Phase 2 Refurbishment Completed	N/A	N/A	Refurbishment Completed		Quarterly

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

Comments:-

Project delayed pending the clarification from the company's advisors on a number of details contained within their business plan projections.

The Project Plan above has been amended to take account of this delay

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

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Investigation Completed	N/A	N/A	Investigation Completed		Quarterly

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

Comments:-

Report delayed to enable a visit to take place to an existing Leisure Trust by Members which is scheduled to take place in September. Actual date is awaiting confirmation from the Trust concerned. Report now anticipated to be presented to Members in October.

The Project Plan above has been amended to take account of this delay

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

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Target	Quarter 1	Measure Frequency
	Vehicle Crime Reduced per 1000 population	1040	980	925	267	Quarterly
	Criminal Damage Offences reduced per 1000 population	1456	1375	1295	261	Quarterly
	Violent Crime Offences reduced per 1000 population	1160	1096	1032	200	Quarterly
	Domestic Burglary Offences reduced per 1000 households	759	710	675	83	Quarterly

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

Comments:-

CDRP Tasking commenced on the 19th March and the Analyst is in place to support the work of the Tasking Group.

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Fear of Crime amongst local people is reduced			Annual
	Develop Performance Indicators for CCTV	Relevant performance indicators are in place		Monthly
	CCTV review is completed and reported to Council	The review is agreed by Executive Cabinet		Annual

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

Comments:-

Regular press releases are being sent out via the Council's Press Officer and performance indicators have been agreed for CCTV

PACT meetings have now taken place across the district..

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

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Audience numbers continue to increase	N/A	16,500	22,060		Half Yearly
	Financial performance is in accordance with the Business plan	N/A	In line with Business Plan	In line with Business Plan		Annual linked to the production of the Centre's accounts
	Artistic Programme is diverse and meets the needs of the local population	N/A	N/A	Consultation carried out within the district with clear evidence that the programme is fulfilling public expectations		Annual

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

Comments:-

Regular monitoring meetings have been set up with the Artrix Director.

Ref.	Key Deliverable Title
KD06	Delivery of Section 106 Schemes

Ref.	Key Performance Indicator	Quarter 1	Measure Frequency
	All section 106 schemes approved by Council in September 2005 are completed		Quarterly

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

Comments:-

All third party schemes with the exception of Lickey and Blackwell the Cricket, Hockey & Tennis Club and have agreed conditions of grant. Lickey and Blackwell has been held up because of negotiations with the County Council re the lease of land at Blackwell Primary School. Negotiations are ongoing in relation to the Cricket, Tennis & Hockey

The Council's own schemes have been the subject of a European Procurement Exercise which has delayed the placing of orders. The closing date for the receipt of tenders for the Framework contract is 14 August. The Project Plan above has been amended to take account of this delay

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

Ref.	Key Performance Indicator	2004 / 2005 Actual	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Bandstand Attendances	4,800	6,030	6,500	750	Annual
	Street Theatre Attendances	10,100	10,600	11,000		Annual
	Bonfire & Firework Display	16,500	20,500	22,000		Annual

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

Comments:-

Bandstand programme commenced on 7th May but the bulk of the programme takes place during the July – September period.

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

Ref.	Key Performance Indicator	Quarter 1	Measure Frequency
	New Scheme agreed and implemented		Half Yearly
	Performance Indicators developed for the scheme		Quarterly

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

Comments:-

Passport for Leisure Report presented to Scrutiny Steering Board on the 4th July 2006 and a recommendation made to Cabinet to agree and implement the scheme. Cabinet at its meeting on 2 August referred the report back to the Scrutiny Steering Board for further information. In the light of this the project plan has been amended

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Play strategy produced and adopted by the Council	Strategy Adopted		Annual
	Action Plans developed for the implementation of the Strategy	Action Plans Developed		Quarterly
	Bid developed for submission to the Big Lottery for delivery of the strategy	Lottery bid agreed by Executive Cabinet		Annual

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

Comments:-

Work on the development of the County wide play strategy is progressing well and is on target for completion and adoption by the end of March 2007

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Report outlining the feasibility presented to Members	Report presented to Executive Cabinet		Annual

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

Comments:-

Portfolio Holder kept apprised of developments and the options being considered
Worcestershire Chief Executives Group supported the formation of a Destination Marketing Partnership in June.

The Tourism West Midlands Board gave full recognition status to Destination Worcestershire on 18th July 2006. This status recognises that Destination Worcestershire :

- Has a structure that brings together public and private partners.
- Are working within a formal agreement which runs over an extended period of time
- Will deliver an agreed business plan, which goes beyond joint marketing activity, and includes key issues such as workforce development and skills, a coordinated approach to tourist information and place making, and which delivers the Visitor Economy Targets
- Will reduce duplication of public expenditure and clarify marketing messages
- Are signed up to Quality at Heart, and promote to tourism providers the importance of quality and pride of place

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Cultural activities are a key element of the Health and Well being Task Group of the LSP	Additional 3 Cultural Activities included within the Task Group		Annual
	Cultural activities are a key element of the Redditch & Bromsgrove PCT	Additional 2 Cultural Activities included within the PCT		Annual

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

Comments:-

A number of shared objectives have been identified by the Health and Well Being Task Group but firm action plans have yet to be developed with the exception of the Angling project. The Project plan has been amended to take account of this

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	Strategy and action plans are agreed by the Council and the LSP	Strategy agreed by Executive Cabinet		Half Yearly

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

Comments:-

There has been a delay in recruiting the Partnership Community Development Officer which has now been addressed.
The Project plan has been amended to take account of this delay

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

Ref.	Key Performance Indicator	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Action plans in place to deliver the agreed Museum Task Group outcomes	Action Plans agreed and progress made to deliver outcomes		Quarterly

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

Comments:-

Task Group report presented to the Scrutiny Steering Board on the 31st May 2006, the Board recommended that the Executive Cabinet consider the options contained in the report. The Executive Cabinet at its meeting on the 12 July resolved that an Advisory Group be set up to consider further options with a report back to Cabinet in October 2006.

The Project plan has been amended to take account of this.

Key Deliverables, Indicators and Project / Task Milestones

Economic Development & Town Centre Management

The Service has six key deliverables for 2006 / 2007. For each of these there are performance indicators.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
			5 acres	2.1 acres	

Key Project	Performance Indicator	
	Project/Task Title	Project Lead
Bromsgrove Technology Park	Rate of take-up (total 22 acres)	Red/Amber Green?
1 st Quarter	Agreements on 1 acre	2.1 acres
2 nd Quarter	Agreements on 1 acre	
3 rd Quarter	Agreements on 1 acre	
4 th Quarter	Agreement on 2 acres	

(NB. dependent on negotiations outside the control of Economic Development)

Comments:- **Basepoint plc** – technology centre with business incubator units – now under construction. Target opening March 2007. Negotiations proceeding with other companies and developers.

Inward Investment Marketing (ie "Move your Business to Bromsgrove" ad. Birmingham Post)	Advertisements in Regional Business Press	Red/Amber Green?
1 st Quarter	3	2
2 nd Quarter	3 (low summer activity)	
3 rd Quarter	2	
4 th Quarter	3	

Comments:- Advertising reduced pending budget review. Other activities may require prioritising.

Town Centre Redevelopment

Economic Development will take the lead in this project. At present it is impossible to construct KPIs on such a project until the Council/Cabinet have approved policy. However, given the go-ahead on the Market Hall site (worth approx £2m) by mid 2008 we could envisage the developers' brief going out in July 08 with a developer appointed by end September 08. Demolition could begin in October and new construction early 2009.

Comments:- At present it is impossible to put meaningful timings or targets on this project. BDC plans are subject to approval by Government Office West Mids besides the normal planning and tendering procedures. The whole process has been greatly lengthened due to the introduction of Local Development Frameworks which entail far more consultation. However, Economic Development has already identified several developers interested in this project

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
		Project/Task Title		Project Lead	
Key Project		Performance Indicator			
Business Start-up Programme		Objective 25 per annum		Red/Amber/Green?	
1 st Quarter		6		18	
2 nd Quarter		6			
3 rd Quarter		6			
4 th Quarter		7			

Comments:- **Business Start-up Programme.** This is one of BDC's most productive partnerships. There was a surge of interest following our newspaper advertisement features and in the run up to the annual **Business Showcase** event in early June. If this level continues we can be more selective of applicants in subsequent quarters. This programme is ultimately determined by the budget which underpins it.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
		Project/Task Title		Project Lead	
Farmers' Markets		Objective 12 per annum		Red/Amber/Green?	
1 st Quarter		3		3	
2 nd Quarter		3			
3 rd Quarter		3			
4 th Quarter		3			

Comments:- **Bromsgrove Farmers' Market** continues to be popular with both farmers and their customers. It has received positive comments in the ***Observer Food Supplement***, the ***Sunday Times*** and several times in the ***Birmingham Post***. To ensure this event continues BDC must maintain practical and flexible policies regarding the parking of farmers' vehicles near the high street. (This only occurs on one day per month.)

Local Area Agreement

Bromsgrove DC participates in the Worcestershire Local Area Agreement. In particular, Economic Development is involved in the LAA theme "Economic Success that is shared by all". Performance indicators for these activities have not yet been agreed.

- 1) Growth in employment levels in Science & Technology Parks. Targets include projected growth at Malvern Hills Science Park, plus projected growth on CTB sites within the Agreement timescale.
- 2) Increased penetration of provision of Business Link West Midlands branded services to businesses started in previous 12 months. 1% stretch included – given the changes being implemented to regional business support, Business Link feel that maintaining current levels will be challenging

Comments:- **Bromsgrove DC** plays a key part in creating employment within **Science and Technology Parks** by the promotion of **Bromsgrove Technology Park** which will create over **500 jobs** in the next 3 years (see above).

Key Deliverables, Indicators and Project / Task Milestones

E-Government Service Plan

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

Ref.	Key Deliverable Title
CSC101	Telephone Service Factor (TSF)

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CSC101	Aim to meet the TSF target 90% or more days within a month	40.2%	Aim to meet the TSF target 90% or more days within a month	38.4%	Monthly

Ref.	Project / Task Title	Project Lead HoS
CSM3	CSM to report monthly to all HoS regarding service centre performance and highlight operational issues within service areas	Green
CSM4	CSM to communicate Service Champions to HoS for their respective areas to promote training and operational links Complete February 2006	Green
E-Gov PR02	Spatial Project (Including Corporate Document Management, Enterprise Workflow and Data Warehouse) Will support front and back office integration key to improved service delivery Start Implementation when Business case is Approved	Awaiting Council Approval

Comments:-

The First Quarter is the busiest period for Council Tax main billing and recovery which increases the number of calls received by the CSC. An improvement action list has been agreed and is being implemented in the CSC.

Ref.	Key Deliverable Title
CSC102	Average speed to answer calls

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CSC102	Average speed of answer during month 15 seconds	67 Seconds	Average speed of answer during month 15 seconds	68 Seconds	Monthly

Ref.	Project / Task Title	Project Lead HoS
CSM3	CSM to report monthly to all HoS regarding service centre performance and highlight operational issues within service areas	Green
CSM4	CSM to communicate Service Champions to HoS for their respective areas to promote training and operational links complete February 2006	Green
E-Gov PR02	Spatial Project (Including Corporate Document Management, Enterprise Workflow and Data Warehouse) Will support front and back office integration key to improved service delivery Start Implementation when Business case is Approved	Awaiting Council Approval

Ref.	Key Deliverable Title
CSC103	Number of calls answered

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CSC103	In a monthly period 95% or more of calls entering telephone queue are answered.	83%	95%	73%	Monthly

Ref.	Project / Task Title	Project Lead
CSM3	CSM to report monthly to all HoS regarding service centre performance and highlight operational issues within service areas	Green
CSM4	CSM to communicate Service Champions to HoS for their respective areas to promote training and operational links complete February 2006	Green
E-Gov PR02	Spatial Project (Including Corporate Document Management, Enterprise Workflow and Data Warehouse) Will support front and back office integration key to improved service delivery Start Implementation when Business case is Approved	Awaiting Council Approval

Comments:-

The volumn of calls has impacted on this target meaning that more calls than expected entered the queue. An improvement action plan is being implemented to try to reduce the number of calls received and the turn around time of calls.

Ref.	Key Deliverable Title
CSC104	Attend Monthly HUB Programme Development Team (PDT) meeting

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CSC104	Manage PDT	N/A	Manage PDT		Attendance at monthly meeting

Ref.	Project / Task Title	Project Lead HoS
CSM1	Attendance at all PDT meetings during year by Customer Service Manager	Green

Comments:-
All meetings are now attended by either the CSC Manager or his deputy.

Ref.	Key Deliverable Title
CSC105	Relationship Management

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
CSC105	Relationship Management	N/A	Relationship Management		Quarterly meetings with HoS plus notes of agreed action

Ref.	Project / Task Title	Project Lead HoS
CSM2	CSM to establish Quarterly meetings with all HoS complete January 2006	Green
CSM3	CSM to report monthly to all HoS regarding service centre performance	Green
CSM4	CSM to communicate Service Champions to HoS for their respective areas Complete February 2006	Green

Comments:-
Quarterly meetings with H of Service or their deputy are now being undertaken.

Ref.	Key Deliverable Title
ICT101	To allow the Citizens to apply for Council services online

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BVPI (ICT101)	Applications for services – total types of interaction e-enabled	150	220	0	Monthly

Ref.	Project / Task Title	Project Lead HoS
E-Gov PR01	ICT Infrastructure Start Implementation Jan 11 2006 – Complete End of June 2006	Green
E-Gov PR04	Internet and Intranet Start Implementation Jan 11 2006 – Launch new website June 2006	Amber
E-Gov PR06	Radius Start Implementation When Business is approved (2006) – Implementation 3 months after Business Case Approval	Amber
E-Gov Pr08	Flex (Leisure online bookings) Start Implementation When Business case is approved (2006) – Complete 4 months after approval	Amber

E-Gov PR05	Front of House re-design Start Implementation May 2006 – Complete End of July 2006	Green
E-Gov PR07	Digital Reprographics & Corporate Printing Start Implementation May 2006 – Complete End of September 2006	Amber

Comments:-

This BVPI is currently report 0 as it is awaiting the launch of the website at the end of August. Once this has been achieved the this indicator can be monitored.

Currently all stated projects are expected to complete within the 2006/7 financial year

Indicator PR07 has now been reviewed and it has been decided to split the project into 2 separate Business cases, one concentrating on the desktop Printing and one concentrating on digital reprographics.

Ref.	Key Deliverable Title
ICT102	To provide a Citizen consultation tool via SMS and the web site

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BVPI (ICT102)	Consultation – total types of interaction e-enabled	2	80	0	Monthly

Ref.	Project / Task Title	Project Lead HoS
E-Gov PR04	Internet and Intranet Start Implementation Jan 11 2006 – Launch new website June 2006	Amber

Comments:-

Improved monitoring of this indicator will be established as part of the Internet / Intranet project this will be lunched during 2006/07.

Ref.	Key Deliverable Title
ICT103	Installation of a 24x7 ICT Helpdesk

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BVPI (ICT103)	Percentage of ICT helpdesk calls the are resolved at initial point of contact.	0	75%	94.92%	Monthly

Ref.	Project / Task Title	Project Lead HoS
E-Gov PR01	ICT Infrastructure Start Implementation Jan 11 2006 – Complete End of May 2006	Green
E-Gov PR10	Upgrade remaining Corporate Desktops Complete March 2006	Green

Comments:-

ICT Infrastructure has been completed & the upgrade of the Corporate Desktops remain on target. Additional resources have also been allocated to Bromsgrove's external ICT helpdesk which has improved performance.

Ref.	Key Deliverable Title
ICT104	Review and Installation of a full Radius software package

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BVPI (ICT104)	Paying for goods and services – total types of interaction e-enabled	21	1500	479	Monthly

Ref.	Project / Task Title	Project Lead HoS
E-Gov PR06	Radius Start Implementation When Business is approved (2006) – Implementation 3 months after Business Case Approval	Amber

Comments:-

Currently the figure 479 is made up of 454 web payments & 25 ATP payments

In addition to the expected upturn in customers paying for service online due to the Radius [Civica] software package the Internet / Intranet project will also assist this PI

Ref.	Key Deliverable Title
ICT105	Installation of a complete Spatial solution

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BVPI (ICT105)	Application for planning services – total types of interaction e-enabled	4	400	11	Monthly

Ref.	Project / Task Title	Project Lead HoS
E-Gov PR02	Spatial Project (Including Corporate Document Management, Enterprise Workflow and Data Warehouse) Start Implementation when Business case is Approved.	Awaiting Council approval

Comments:-

Currently Bromsgrove District Council receives online application service via the Planning Portal and this is where this figure comes from. If the Spatial project is approved it is expected that the number of online applications will increase.

Key Deliverables, Indicators and Project / Task Milestones

Ref.	Key Deliverable Title Finance/ Fraud Business Plan
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Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
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Primary Objective	Target Date	Resource required	
Achieve and then maintain the “at standard” service in line with the HB/CTB Performance Standards	September 2006 Ongoing to June 07	Current vacant posts to be filled with appropriately trained personnel	Green
Revisit and Review the Fraud Strategy document	December 2006	Time	Green
Agree on a Service Level Agreement with the Legal Department, to include details of using an agent solicitor	June 2006	Legal Dept time	Green
Provide Fraud Awareness Training to all Benefit and Front Line staff	October 2006	Time	Green
Continue Joint Working Initiatives with DWP	Ongoing	Staffing resource	Green
To pursue Proactive Fraud work, both with and without DWP	March 2007	Staffing and time resource	Green
To improve liaison and working relationships with Internal Audit in order to take on any investigations requested	September 2006	Time and resources for both departments – timescale subject to review	Green
Assessing referrals to Fraud	100% within 10 working days		Green

Comments:-

There has been a number of new staff appointed to posts within the fraud team with another investigation officer to start in August 06. The performance that remains at Red is where staff have required additional training to undertake key deliverables and this is being monitored on a monthly basis by officers. It is anticipated that there will be improvements to performance in these areas in the next quarter.

FS01	Develop and implement efficient procurement practices across the Council				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
PC001	Use of Government procurement cards (GPC)	N/A	First tranche suppliers using 'virtual cards' producing targetted process savings of £28K in year	Amber	Quarterly
PC002	Reduction of number of procurement contracts let outside Financial Regulations	N/A	Nil in period	Nil	Monthly
PC003	Cashable Savings	N/A	£80K		Monthly

Ref.	Project / Task Title	Project Lead
PCD01	Implement Government procurement Cards	HOFS
Planned position at 30 th Jun 2006	Have implemented the first tranche of GPCs to reduce number low value invoices and to reduce the number of invoices processed	Amber
Planned position at 30 th Sep 2006	Review and continue the implementation of GPCs and discuss efficiencies with the bank as a result of the lower number of transactions on the account	

Planned position at 31 st Dec 2006	Full implementation in place	
Planned position at 31 st Mar 2007	Full implementation in place	

Ref.	Project / Task Title	Project Lead HOFS
PCD02	Procure a new banking service w.e.f. 1.4.2007	
Planned position at 30 th Jun 2006	Undertake review of banking activities	Green
Planned position at 30 th Sep 2006	Plan the specification of the tender with the aim to modernise the banking arrangements in the future. Review the procurement of the service in line with OJEC rules	
Planned position at 31 st Dec 2006	Discuss the opportunities with interested parties	
Planned position at 31 st Mar 2007	Have a banking service in place that meets the requirements of a modern, efficient Council	

Comments:-

The registration of the initial tranche of companies has taken longer than originally anticipated. This has been due to the companies having to ensure their registration to the scheme and the assurance that VAT compliance has been achieved. Training has been delivered on the use of GPC and with implementation commencing on 1st August 2006.

Ref.	Key Deliverable Title				
FS02	Efficient and Effective collection of Council Tax and Business Rates				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BV9	Council Tax in year collection rate	98.7%	98.8%	30.05% (top quartile for ¼)	Monthly
BV10	Non-Domestic Rates in year collection rate	98.6%	98.8%	28.24% (top quartile for ¼)	Monthly

Ref.	Project / Task Title	Project Lead
BVD01	Monitor and assess Collection rates on a regular basis	
Planned position at 30 th Jun 2006	Ensure collection rates are at 30% of target for 2006/07. Weekly updates during team meetings to address areas of concern.	Green
Planned position at 30 th Sep 2006	Ensure collection rates are at 59% of target for 2006/07. Weekly updates during team meetings to address areas of concern.	
Planned position at 31 st Dec 2006	Ensure collection rates are at 88% of target for 2006/07. Weekly updates during team meetings to address areas of concern.	
Planned position at 31 st Mar 2007	Ensure collection rates are at 100% of target for 2006/07. Weekly updates during team meetings to address areas of concern. This would ensure top quartile performance	

Ref.	Project / Task Title	Project Lead
BVD02	Review payment methods	R&B Service Manager
Planned position at 30 th Jun 2006	Discuss alternative method of payment through “paypoint” facility in conjunction with Alliance & Leicester	Green
Planned position at 30 th Sep 2006	Implemented the facility via stores / mobile phone outlets	
Planned position at 31 st Dec 2006	Review the take up of the pay point payment method	
Planned position at 31 st Mar 2007	Review the take up of the pay point payment method	

Ref.	Project / Task Title	Project Lead
BVD03	Improve communication with customers	
Planned position at 30 th Jun 2006	Liaise with CAB and arrange training for staff on debt management to enable staff to deal with debt	Green
Planned position at 30 th Sep 2006	Training courses for staff, including customer service centre to deal with debt management. Training to be provided by CAB	
Planned position at 31 st Dec 2006	Review training given and planned programme in place for induction of new staff.	
Planned position at 31 st Mar 2007	Review training given and planned programme in place for induction of new staff.	

Comments:-

The collection rate is in the top quartile for quarter 1. This is due to proactive recovery actions within the section together with a planned strategy to increase the uptake on direct debit payments.

Ref.	Key Deliverable Title				
FS03	Efficient and Effective payment of Housing Benefit				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BV78a	Time taken to process new claims	39.75 days	35.78 days	35.06 days	Monthly
BV79b ii	HB overpayments recovered all years	47%	55%	Unable to report	Monthly

Ref.	Project / Task Title	Project Lead
BVD04	Improved take up for BACS payments	R&B Service Manager
Planned position at 30 th Jun 2006	Mailshot to claimants paid by crossed cheque – detailing the benefit of being paid by BACS	Green
Planned position at 30 th Sep 2006	Reminder letter to those who have not responded	
Planned position at 31 st Dec 2006	Further mailshots to increase take up of this facility	
Planned position at 31 st Mar 2007	Further mailshots to increase take up of this facility – review of procedures	

Ref.	Project / Task Title	Project Lead
BVD05	Improved HB overpayment collection rate	R&B Service Manager
Planned position at 30 th Jun 2006	Review Councils methods of collection of overpayments – look to introduce direct debit for debtors to repay debt outstanding. Review opportunities of using collection agency for collection of old debt.	Green
Planned position at 30 th Sep 2006	System testing to ensure new procedures can be actioned within the system	
Planned position at 31 st Dec 2006	Introduction of new procedures and payment methods for payment of debt	
Planned position at 31 st Mar 2007	Review procedures with the aim to improve collection over the year.	

Comments:-

There have been a number of actions implemented to support the improvements in processing of benefit claims. The team is now fully resourced and individuals have clear objectives to meet to ensure delivery of top quartile performance by June 2007. The newly appointed overpayments and appeals officer will support these improvements.

Ref.	Key Deliverable Title				
FS04	Implementation of BFI recommendations				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
BV78a	Time taken to process new claims	39.75 Days	35.78 Days	35.06 days	Quarterly
BV78b	Time taken to process a Change in Circumstance	12.10 Days	10.8 Days	14.62 days	Quarterly

BV79a	DWp Accuracy Check	98.6%	96.00	99%	Quarterly
BV79b (1)	HB overpayments recovered in year	n/a	79%	79%	Monthly
BV79b (11)	HB overpayments recovered all years	n/a	47%	55%	Monthly
BV79b (111)	HB written off	n/a	<8%	<6%	Monthly
BV76a	Fraud Claimants visisted per '000 caseload	221.80	260	260	Monthly
BV76b	Number of Fraud investigators per '000 caseload	.48	.48	.48	Monthly
BV76c	Fraud Investigations per '000 caseload	56.84	60.00	67.87	Monthly

Ref.	Project / Task Title	Project Lead
BVD06	Improve partnership working (customer focus)	R&B Service Manager
Planned position at 30 th Jun 2006	Introduce Service Level Agreements with all partners. i.e appeals service Annual customer survey to commence in conjunction with policy team – to feedback to customers during this period	Amber
Planned position at 30 th Sep 2006	Write strategy in conjunction with partners relating to the customer focus, partnership workign and take up of benefit	
Planned position at 31 st Dec 2006	Report strategy and implementation to members	
Planned position at 31 st Mar 2007	Review procedures with the aim to improve partnership working during the year	

Ref.	Project / Task Title	Project Lead
BVD07	Improve relationship with landlords	R&B Service Manager
Planned position at 30 th Jun 2006	Mailshot to landlords to find out what their needs are from BDC and identifying our expectations from the landlords. Set up a landlord forum for discussion	Green
Planned position at 30 th Sep 2006	Landlord booklets to be available for landlords re benefits Direct line to R&B staff to be available for landlords	

Ref.	Project / Task Title	Project Lead
Planned position at 31 st Dec 2006	Arrange further landlord forums – 2 per annum initially	
Planned position at 31 st Mar 2007	Monitor and review communication channels and get feedback from landlords	

Comments:

The landlord forum has been established and the benefits manager is looking to engage more formally and on a more regular basis with many of our partners.

Ref.	Project / Task Title	Project Lead
BVD08	Improvements in Fraud prevention and prosecution	R&B Service Manager
Planned position at 30 th Jun 2006	Fraud awareness training to be made available to BDHT and customer services staff	Green
Planned position at 30 th Sep 2006	Promotion of fraud hot-line Continue training re awareness – to be made available to other RSLs Procedural guidance for fraud referrals to be in place	
Planned position at 31 st Dec 2006	Include information on fraud awareness in payslips Review the outcomes and review other opportunities for prevention of fraud	
Planned position at 31 st Mar 2007	Review the outcomes and review other opportunities for prevention of fraud	

BVD09	Improvements in Resource Management	R&B Service Manager
Planned position at 30 th Jun 2006	Introduce secure post opening procedures to include modernisation of front of house Nominated post opening supervisor	Green
Planned position at 30 th Sep 2006	Ensure scanning resource located in corporate administrative area	
Planned position at 31 st Dec 2006	Departmental induction plan to be introduced Police checks for visiting staff – fraud and welfare benefits staff Value for money exercise – benchmark cost of benefits department against other LAs	
Planned position at 31 st Mar 2007	Further review and monitor of resources available and training needs	

Comments:-

The front of house redevelopment has been ongoing with the aim to move to the secure post opening in August 06.

Ref.	Key Deliverable Title				
FS05	Develop an effective internal audit department				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
API01	Delivery Of Audit Plan - Jobs Finished	70% (by year end)	85% (by year end)	3%	Monthly
API02	Delivery Of Audit Plan - Available Staff Resources	90%	95%	100%	Monthly
API03	Audit Time spent classed as productive	67%	67%	56%	Monthly
API04	Assignments Completed Within Budget	60%	85%	100%	Monthly
API05	Response To Investigations / Allegations	Within 5 working days of allegation	Within 5 working days of allegation	1 day	Monthly
API06	Pre-audit meeting held for each audit	100%	100%	100%	Monthly
API07	Post audit meeting held for each audit	100%	100%	N/A	Monthly
API08	Final Audit Report Turnaround Time	Within 10 working days of completed action plan	Within 10 working days of completed action plan	N/A	Monthly
API09	Number Of Audit Recommendations Accepted	95%	90%	N/A	Monthly

API10	Customer Feedback	90% of scores in Good	90% of scores in Good	N/A	Monthly

Ref.	Project / Task Title	Project Lead
APD01	Delivery of Audit Plan	Audit Services Manager
Planned position at 30 th Jun 2006	Monitor plan in conjunction with HOS and Audit Board to ensure plan is being met as agreed within the original target	Green
Planned position at 30 th Sep 2006	Review plan to include any issues that have arisen during the first ½ year	
Planned position at 31 st Dec 2006	Continue to monitor plan and assess the implementation of recommendations	
Planned position at 31 st Mar 2007	Continue to monitor plan and assess the implementation of recommendations	

Ref.	Project / Task Title	Project Lead
APD02	Raise awareness of Internal Audit section	Audit Services Manager
Planned position at 30 th Jun 2006	Delivery training sessions to officers and members to increase awareness and understanding of the internal audit function	Green

Planned position at 30 th Sep 2006	Liaise with HOS to review potential opportunities to improve service delivery with a clear understanding of audit service	
Planned position at 31 st Dec 2006	Review customer feedback and take suggestions into future service delivery	
Planned position at 31 st Mar 2007	Plan programme of awareness sessions for officers and members Produce information leaflets relating to internal audit service and benefits	

Comments:-

Internal Audit is improving the service delivered to departments on a regular basis. An internal audit leaflet has been sent to all staff together with training given to key officers of the Council to raise awareness of the section.

Ref.	Key Deliverable Title				
FS06	Review and produce medium term financial plan				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
FP01	Setting of Council Tax in line with Council Objectives and priorities	March 06	March 07	N/A	Annual
Ref.	Project / Task Title				Project Lead
FPD01	Review of Medium Term Financial Plan				Head of Financial Services
Planned position at 30 th Jun 2006	Undertake detailed financial review of all income streams within the Council				Red
Planned position at 30 th Sep 2006	Review plan to assess the implications of funding requirements into 2007/08 – 2009/10				
Planned position at 31 st Dec 2006	Detailed analysis in conjunction with HOS and members to identify key funding issues for the future plan Identify additional funding streams / pressures on funds available				
Planned position at 31 st Mar 2007	Set Council Tax with a balanced budget that is alligned to the Councils key priorities and objectives				

Comments:-

The review of income streams has not been undertaken due to the focus of the accountancy team being alligned to the closedown of the accounts to the statutory deadline and the Use of Resources improvements. The review of the medium term financial plan will include a full analysis of all income generated with a view to maximise as much as possible.

Ref.	Key Deliverable Title				
FS07	Improve financial budget monitoring to officers / members				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
AC002	Production of monitoring statements to officers	10 working days	8 working days	8 working days	Monthly
AC003	Production of monitoring statements to members	Quarterly	Quarterly	Quarterly	Quarterly
AC005	Completion of system and accounts reconciliations	5 working days after month end	4 working days after month end	4 working days	Monthly
Ref.	Project / Task Title				Project Lead
ACD01	Improve reports available to officers				Head of Financial Services
Planned position at 30 th Jun 2006	Implement revised coding structure and ensure all officers are fully aware of the new codes to use Include a report of debts outstanding for each service area on a monthly basis Arrange for relevant members of accountancy to undertake training on report writing within Agresso				Amber
Planned position at 30 th Sep 2006	Develop monitoring statements at summary levels for Heads of Service Present members with linked financial and performance monitoring reports				
Planned position at 31 st Dec 2006	Review feedback from officers and members relating to financial budget monitoring information				

Planned position at 31 st Mar 2007	Produce a estimated outturn position that is consistent with that reported in prior months	
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Ref.	Project / Task Title	Project Lead
ACD02	Improve on-line access to financial information	Head of Financial Services
Planned position at 30 th Jun 2006	Liaise with budget holders to identify the training needs regarding interrogation of financial information from Agresso	Green
Planned position at 30 th Sep 2006	Deliver training on on-line access to Agresso to budget holders Produce on-line manuals for access to information	
Planned position at 31 st Dec 2006	Liaise with officers as to feedback on information available	
Planned position at 31 st Mar 2007	Implement revisions to on-line reporting in line with recommendations	

Ref.	Project / Task Title	Project Lead
ACD03	Improve reconciliations of financial systems are undertaken	Head of Financial Services
Planned position at 30 th Jun 2006	Liaise with internal and external audit to review the reconciliations process Implement the improvements to the Radius system in line with the business case	Green
Planned position at 30 th Sep 2006	Implement any recommendations as identified to address areas of concern to ensure the accounts and systems are reconciled in accordance with best practice	

Planned position at 31 st Dec 2006	Review procedures of banking and Academy system reconciliations	
Planned position at 31 st Mar 2007	Ensure all reconciliations are in place and accurate for closedown of accounts	

Comments:-
The coding structure was not revised as it was seen as being a non-priority of the accountancy team in respect of the wider agenda re use of resources and other improvements identified since the Business Plan was written.
An integrated finance and performance report has been produced to achieve a more enhanced information report to members.
The revision of the implementation of Radius is ongoing as a joint system with CSC and finance.

Key Deliverables, Indicators and Project / Task Milestones

Human Resources

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

Ref.	Key Deliverable Title
KD01	Deliver an improved in house training service

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
Local Indicator 7	Number of off the job training days facilitated by Human Resources	-	350 days		Quarterly
Local Indicator 5	Percentage of Inductions delivered within 10 working days of start date	-	90%		Quarterly

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Delivered the 1 st Quarter training plan Have in place a training programme for the period up to 30 th September 2006	Green

Planned position at 30 th Sep 2006	Delivered the 2 nd Quarter training plan Have in place a training programme for the period up to 31 st December 2006	Red/Amber/Green?
Planned position at 31 st Dec 2006	Delivered the 3 rd Quarter training plan Have in place a training programme for the period up to 31 st March 2007	Red/Amber/Green?
Planned position at 31 st Mar 2007	Delivered the 4 th Quarter training plan. Have completed Performance Development Reviews for the organisation and the results of the 2007 Employee Survey to help set the next years training plan.	Red/Amber/Green?

Comments:-

Training directory established from 1/4/06 and running to schedule.

Ref.	Key Deliverable Title
KD02	Deliver Top Team Development Programme

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	N/a	N/a	N/a		N/a

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Strategic Development Centre for Executive Cabinet and Strategic Management Team, completed.	Green
Planned position at 30 th Sep 2006	Heads of Service development work, coaching programme, and combined development of Strategic Management Team, Corporate Management Team and Executive Cabinet, completed.	Red/Amber/Green?

Comments:-

The top team development programme appears to have been a big success and has particularly played a valuable contribution to the improvement in Member/Officer relationships.

Ref.	Key Deliverable Title
KD03	Commence the Job Evaluation process

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Percentage of jobs in Council evaluated	-	100%	-	Annual

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	NJC scheme purchased, training undertaken, Local conventions agreed, and a benchmark exercise undertaken.	Green
Planned position at 30 th Sep 2006	Evaluation of all jobs below Chief Officer level commenced.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Evaluation of all jobs below Chief Officer level completed.	Red/Amber/Green?
Planned position at 31 st Mar 2007	All jobs below Chief Officer level sorethumbed and audited.	Red/Amber/Green?

Comments:- SSWP formed, JE training commenced with WMLGA, Local Conventions due to be reviewed in early September with WMLGA. Project Manager to review and re-issue the Single Status Project Plan timetable in early August. First proposed timetable considered to be too ambitious/unrealistic.

Ref.	Key Deliverable Title
KD04	Investor in People Re-assessment

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Awarded IIP Standard	Yes	Yes		Annual

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	IIP Action Plan completed, employee survey undertaken and re-assessment completed.	Green

Comments:-
IIP assessment undertaken in April 2006; retaining recognition mode confirmed 11/7/06 when action plan approved by WMQC. Action plan and plans to implement the various stages will feature monthly at CMT when methods, role/responsibilities will be agreed. Due at CMT 1/8/06. Next employee survey due January 2007.

Ref.	Key Deliverable Title
KD05	Review and revise Disciplinary Procedures

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	N/a	N/a	N/a		N/a

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Review current procedure, benchmark against ACAS guidelines and other authorities' procedures.	Green
Planned position at 30 th Sep 2006	Revised existing procedure, agreement reached from Strategic Management team and Trade Unions, implemented new procedure.	Red/Amber/Green?

Comments:-
Review of procedure has commenced. Revised procedure to be ratified by SMT and approved by TUs by end September 2006 in line with People Strategy timetable.

Ref.	Key Deliverable Title
KD06	Develop Workforce Plans

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	N/a	N/a	N/a		N/a

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Undertaken interviews with all Heads of Service and sample of service managers, report presented to SMT.	Green
Planned position at 30 th Sep 2006	Workforce Plans to be in place as part of Service Planning and People Strategy.	Red/Amber/Green?

Comments:-
Demand side part of workforce planning has been completed; report due from consultant 31/7/06. Supply side and gap analysis parts due in September; not started yet but there is a plan. Workforce planning process to be included as part of business planning processes annually and training due to commence in September will reflect this.

Ref.	Key Deliverable Title
KD07	Review and revise Grievance Procedures

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/a	N/a	N/a	N/a		N/a

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Review to commence July 2006.	Green
Planned position at 30 th Sep 2006	Review current procedure, benchmark against ACAS guidelines and other authorities' procedures.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Revised existing procedure, agreement reached from Strategic Management team and Trade Unions, implemented new procedure.	Red/Amber/Green?

Comments:-
Review of procedure has commenced. Revised procedure to be ratified by SMT and approved by TUs by end September 2006 in line with People Strategy timetable.

Ref.	Key Deliverable Title
KD08	Review and revise Health and Safety at Work Policy and Arrangements

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
N/A	Number of work place accidents reduced	April-March 11.54% reduction	5% reduction	April-June 6.75% reduction	Quarterly
N/A	Number of employees absent due to work-related accident/illness reduced	-	5% reduction	-	Quarterly

Ref.	Project / Task Title	Project Lead HoS
Planned position at 30 th Jun 2006	Reviewed current arrangements, benchmarked against HSE guidance, new updated Health and Safety Policy in place.	Green
Planned position at 30 th Sep 2006	Risk Assessment, Display Screen Equipment and Manual Handling procedures all in place.	Red/Amber/Green?
Planned position at 31 st Dec 2006	Accident Reporting and Chemical Safety procedures in place.	Red/Amber/Green?

Comments:-

- Risk Assessment, Display screen Equipment and Manual Handling Procedures completed, but not yet endorsed by CMT
- Accident Reporting and Chemical Safety Procedures in progress and will be completed by planned date Dec 2006
- HSE Inspection reports received emphasising the need for proactive management of H&S, rather than reactive management of H&S.

Key Deliverables, Indicators and Project / Task Milestones Legal and Democratic Services

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

Ref.	Key Deliverable Title
	Cost-effective and customer-orientated Community Interaction
KPI	Results of mystery shopper assessment (subject to Budget Bid)

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Project Lead
	Front of House Alterations	DSM
Planned position at 30 th Jun 2006	Designs approved, tenders concluded, contract awarded, structural works commenced	Green
Planned position at 30 th Sep 2006	Review of project and assessment of mystery shopper results, with any matters arising to be addressed	Red/Amber/Green?

Planned position at 31 st Dec 2006	completed	Red/Amber/Green?
Planned position at 31 st Mar 2007	completed	Red/Amber/Green?

Comments:-

Planned position as at 30.6.06 reached in accordance with revised timescale and practical completion of physical works achieved.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Key Deliverable Title
	Improved service to customers
KPI	%age of planning agreements prepared to agreed timescales; results of customer surveys

Ref.	Project / Task Title	Project Lead
e.g. PR01	Recruitment of Planning Solicitor	LSM
Planned position at 30 th Jun 2006	Recruitment exercise completed, offer accepted and start-date agreed	Amber
Planned position at 30 th Sep 2006	In post	Red/Amber/Green?
Planned position at 31 st Dec 2006	completed	Red/Amber/Green?
Planned position at 31 st Mar 2007	completed	Red/Amber/Green?

Comments:-

Recruitment of Planning Solicitor was not successful. As a result it was decided to redesignate the post to the same level as the other litigation solicitor posts and re-advertise. As a result half of the post has been filled. A secondment has been arranged for the other half of the post from Birmingham City Council whilst the other half of the post is filled permanently.

Ref.	Key Deliverable Title
	Cost-effective and efficient administration
KPI	To be determined as part of the project scoping exercise

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Project Lead
	Council-wide review of administration functions	DSM
Planned position at 30 th Jun 2006	Scoping report and project plan completed and approved	Green

Ref.	Project / Task Title	Project Lead
Planned position at 30 th Sep 2006	Review undertaken and proposals prepared	Red/Amber/Green?
Planned position at 31 st Dec 2006	Consequential revisions to practices and procedures in place	Red/Amber/Green?
Planned position at 31 st Mar 2007	completed	Red/Amber/Green?

Comments:-

Scoping report submitted to CMT; preparing to launch review with completion scheduled for September.

Ref.	Key Deliverable Title
	Preparations for District Council Elections in 2007
KPI	None applicable

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Project Lead
	Recruitment of Elections & Civic Services Manager	DSM
Planned position at 30 th Jun 2006	Recruitment exercise completed, offer accepted and start-date agreed	Red
Planned position at 30 th Sep 2006	In post	Red/Amber/Green?
Planned position at 31 st Dec 2006	completed	Red/Amber/Green?
Planned position at 31 st Mar 2007	completed	Red/Amber/Green?

Comments:-

First recruitment exercise unsuccessful; discussions held with TMP regarding revised recruitment campaign which is about to be launched. Also seeking to procure temporary locum support on part-time basis in interim; candidate identified via AEA and initial meetings being arranged.

Ref.	Project / Task Title	Project Lead
	New Electoral Software Package	ECSM
Planned position at 30 th Jun 2006	Procurement process completed	Red
Planned position at 30 th Sep 2006	Installation completed, and user training undertaken	Red/Amber/Green?
Planned position at 31 st Dec 2006	System in use	Red/Amber/Green?
Planned position at 31 st Mar 2007	completed	Red/Amber/Green?

Comments

Procurement delayed by unsuccessful recruitment campaign; currently exploring alternatives.

Ref.	Project / Task Title	Project Lead
	New Elections Act	ECSM
Planned position at 30 th Jun 2006	Dependent on Act coming into force	Amber

Ref.	Project / Task Title	Project Lead
Planned position at 30 th Sep 2006	Dependent on Act coming into force	Red/Amber/Green?
Planned position at 31 st Dec 2006	Dependent on Act coming into force	Red/Amber/Green?
Planned position at 31 st Mar 2007	Dependent on Act coming into force	Red/Amber/Green?

Comments:-
Act in place, but detailed assessment of implications has been complicated by the recruitment difficulties being referred to above. New advertising campaign and locum support will address this.

Ref.	Key Deliverable Title
	Complete Large Scale Voluntary Registration of Council`s Property Title in line with E-Government requirements
KPI	None applicable

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Project Lead
	Complete Large Scale Voluntary Registration of Council`s Property Title in line with E-Government requirements	LSM
Planned position at 30 th Jun 2006	Begin Large Scale Voluntary Registration of Council`s Title	Green
Planned position at 30 th Sep 2006	Work ongoing	Red/Amber/Green?
Planned position at 31 st Dec 2006	Work ongoing	Red/Amber/Green?
Planned position at 31 st Mar 2007	Completion of 50% of Large Scale Voluntary Registration.	Red/Amber/Green?

Comments:-

Initial discussions have taken place with the land registry. A project plan is now in place together with a service level agreement with the registry. The test registration will take place in September and the project is meeting its projected target.

Ref.	Key Deliverable Title
	Effective and efficient compliance with statutory disclosure of information
KPI	%age of FOI requests completed to timescale; %age of DPA Subject Access Request completed to timescale

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Project Lead
	Information Inventory	LSM
Planned position at 30 th Jun 2006	Project plan and scoping report prepared and endorsed by management	Amber

Ref.	Project / Task Title	Project Lead
Planned position at 30 th Sep 2006	Work ongoing	Red/Amber/Green?
Planned position at 31 st Dec 2006	Completion of Inventory	Red/Amber/Green?
Planned position at 31 st Mar 2007		Red/Amber/Green?

Comments:-

Information Management Group has been established to address all Information Management issues. 1st meeting with Audit Carole and IT in August 06.

The group will produce a project plan and consider all awareness raising issues.

Worcestershire County Council scheduled to commence Information Audit in Jan 07, full scoping of project to be undertaken by the IM group. The County representative will join the IM group in the planning stages.

Key Deliverables, Indicators and Project / Task Milestones

Planning and Environmental Services

The service has set itself ten key deliverables for 2006/07. For each key deliverable the service has set itself key performance indicators and/or project/task milestones so that progress can be monitored.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref:	Project/Task	
P&E 01	To meet the government timetable for the completion of the Council's Core Strategy.	Red/Amber/Green?
Qtr 1	Complete consultation.	Red
Qtr 2	Complete public examination.	
Qtr 3	Adopt the core strategy.	
Qtr 4	Publish the core strategy.	

Comments: Capacity issues within the department have meant that we have had to focus the Units priorities such that it wasn't possible to successfully run the public consultation on the preferred options document.

P & E 02	To complete the Managed Housing and Affordable Housing Supplementary Planning Documents.	Red/Amber/Green?
Qtr 1	Consultation.	Red
Qtr 2	Complete consultation and public examination.	
Qtr 3	Adopt the supplementary planning documents (SPD).	
Qtr 4	Implement the SPDs.	

Comments: Capacity issues within the department have meant that we have had to focus the Units priorities such that it wasn't possible to successfully run the public consultation on the preferred options document.

P & E 03	To complete the preferred partners charter with registered social landlords.	Red/Amber/Green?
Qtr 1	Identify potential partners.	Amber
Qtr 2	Assess and negotiate with potential partners.	
Qtr 3	Conclude charter with approved partners.	
Qtr 4	Implement charter.	

Comments: Commencement of the work on this action is being delayed in the light of work that is being carried out by the County Housing Enabling Officers Group in establishing a good working practice to the mechanism for the review of partners and the development of a common approach to the development of Preferred Partner Agreements. The Countywide work is scheduled to be completed by December 2006. The recent Strategic Housing Inspection has necessitated an additional plan of actions to be formulated the workload of which will require staff resources to be diverted away from the Preferred Partner Charter up until December 2006.

P & E 04	<p>To secure 50 new units of affordable housing.</p> <p>This is an annual measure but a progress report will be provided each quarter.</p>	Green
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Comments: RSL's are currently on site with the construction of 35 units of affordable accommodation (20 of which are due for completion in the 2nd Qtr). A further 49 existing dwellings are scheduled to be purchased for affordable housing this financial year and a further 45 dwellings are due to commence within the financial year.

P & E 05	To meet all the Pendleton criteria for Development Control.	
Qtr 1	40%	Green
Qtr 2	53%	
Qtr 3	70%	
Qtr 4	100%	

Comments: Health Warning Q4- To achieve 100% requires Online payments and a Document Management system. Both of these are ICT driven projects, not within the scope of Planning and Environment service. Maximum score potential Q4 is 89% requiring re-appointment of Urban Designer post. As at July 2006 we have achieved 83%

P & E 06 (a)	To provide Hazard analysis critical control point (HACCP) training to food businesses affected, by way of seminars. The target is to provide four seminars in the full year.	Amber
P & E 06 (b)	To inspect 80 food premises for HACCP standards. The target is to inspect 80 premises in the year. Progress will be reported quarterly.	Green

Comments: (a) Following recent FSA training undertaken by two officers of the team regarding the new SFBB/HACCP requirement, we were advised that the most effective way of achieving compliance was to provide a seminar followed by specific one to one coaching, as opposed to 4 seminars with no follow up support (as per original plan). The seminar is due to be provided within the next 2 months together with the follow up coaching sessions. Subsequent seminars & coaching sessions will follow if resources allow.

(b) Inspections are being carried out as per the work programme, and we are making good progress towards meeting the annual target.

P & E 07	To resolve the future of dog and pest control.	Red/Amber/Green?
Qtr 1	Assess options and make a recommendation.	Green
Qtr 2	Receive approval to course of action and commence change.	
Qtr 3	Complete change and implement.	
Qtr 4		

Comments: During Qtr 1 we fully developed options and are now placing these into report ready for Qtr 2 presentation to Council Leaders Group in August and cabinet in September.

P & E 08	To prepare to accept Gambling Act responsibilities from the Magistrates Court.	Red/Amber/Green
Qtr 1	Draft statement of Licensing Policy and carry out consultation.	Green
Qtr 2	Incorporate consultation response, as appropriate, into final draft policy. Prepare notes for guidance.	
Qtr 3	Publish statement of Licensing Policy and send out publicity and appropriate material to applicants for licenses.	
Qtr 4	Receive and determine applications in accordance with the Gambling Act 2005.	

Comments: Draft policy was approved by Cabinet on 12th July 2006. Copies of the Policy have now been distributed to consultees. Consultation period will close on 11th September 2006.

P & E 09	Introduce the approved outcomes of business process re-engineering and e-government. Targets will be set but these will need to relate to the corporate timetable, which is yet to be concluded.	Red
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Comments: This is something that will be introduced on a Corporate level but which to date is waiting on approval of the IT Spatial Business Case.

P & E10	To deliver an improved level of services in the areas identified by the Best Value Performance Indicators below.				
Ref	Best Value Performance Indicator		2005/06 Anticipated	2006/07 Target	Quarter 1
BV106	% new homes built on brownfield sites		91.00	90.00	Red/Amber/Green
			Qtr 1	90.00	Green
			Qtr 2	90.00	Red/Amber/Green
			Qtr 3	90.00	Red/Amber/Green

Comments: Number of brownfield completions may drop as current permission are implemented meaning larger number of those that have yet to be implemented are on greenfield sites

			Qtr 4	90.00	Red/Amber/Green
BV109 (a)	% major planning applications determined within 13 weeks		45.00	60.00	Green
			Qtr 1	50.00	56%
			Qtr 2	52.00	Red/Amber/Green
			Qtr 3	56.00	Red/Amber/Green
			Qtr 4	60.00	Red/Amber/Green
BV109 (b)	% minor planning applications determined in 8 weeks		50.00	70.00	Red
			Qtr 1	60.00	37%
			Qtr 2	63.00	Red/Amber/Green
			Qtr 3	65.00	Red/Amber/Green

			Qtr 4	70.00	Red/Amber/Green
BV109 (c)	% other planning applications determined in 8 weeks		80.00	90.00	Red
			Qtr 1	85.00	65%
			Qtr 2	87.00	Red/Amber/Green
			Qtr 3	89.00	Red/Amber/Green
			Qtr 4	90.00	Red/Amber/Green
Comment				Development Control performance has been significantly affected by lack of capacity. Recruitment has been partly successful, and we are now using the services of two consultants, and a temporary member of staff to process planning applications. The figures are generally poor because we have targeted resources in the quarter to clear out the backlog of applications that were overtime, hence we made 345 decisions in the quarter, which is 115 more than the previous quarter. The next quarter statistics will be significantly better.	
BV166 (a)	Check list of best practice for Environmental Health		70.00	80.00	Amber
Comment				This is an annual calculation which makes quarterly reporting difficult	

Ref	Best Value Performance Indicator	2004/05	2005/06 Anticipated	2006/07 Target	Quarter 1
BV183 (a)	Length of stay in B&B temporary accommodation	<1	<1	<1	Green
		The target each quarter is less than one week.			
BV183 (b)	Length of stay in hostel temporary accommodation (weeks).	7.00	12.00	8.00	Amber
			Qtr 1	11.00	12.61
			Qtr 2	10.00	
			Qtr 3	9.00	
			Qtr 4	8.00	
BV202	Number of people sleeping rough	<10.00	<10.00	<10.00	
		The target each quarter is less than 10 No.			
BV203	% change in the number of families in temporary accommodation	-5.00	+25.00	-20.00	Green
			Qtr 1	Nil	-17.24%
			Qtr 2	-5.00	
			Qtr 3	-10.00	
			Qtr 4	-20.00	
BV204	% planning appeals allowed	26.00	33.00	30.00	Green
			Qtr 1	33.00	33%
			Qtr 2	33.00	
			Qtr 3	30.00	
			Qtr 4	30.00	

Comment				We lost 3 out of 8 appeals in the quarter, which means there will be fluctuation with this indicator.	
BV205	Quality of service checklist for planning.	83.00	85.00	85.00	Red/Amber/Green
			Qtr 1	85.00	Amber
			Qtr 2	85.00	
			Qtr 3	85.00	
			Qtr 4	85.00	
Comment				We score 83.33% but it is affected by the deletion of the Urban Designer post as there was not enough work for that post, and there is the requirement for a document management system which rests at present with the spatial business case.	
BV219 (b)	No. of conservation area appraisals	N/A	NIL	1.00	Green
		This is an annual measure			
BV219 (c)	No. of conservation area management plans	N/A	N/A	NIL	Green
LPI-P12	Building Control performance checklist.	N/A	60.00	70.00	Green
			Qtr 1	65.00	75.5%
			Qtr 2	68.00	

			Qtr 3	69.00	
			Qtr 4	70.00	

Comments: Building Control has exceeded the target.

Key Deliverables, Indicators and Project / Task Milestones Street Scene and Waste Management

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

Ref.	Key Deliverable Title : STREET CLEANSING				
KD1	To implement an improved Street Cleansing service that meets statutory requirements and delivers top quartile performance regards cost, quality, and public satisfaction				
Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	BVPI 199. Standard of Cleanliness	29%	20%		Every 4 months
	Satisfaction surveys based on BVPI 89				
Ref.	Project / Task Title		Start Date	End Date	Project Lead
	Update EPA zone map/revise data capture work		December 2005	December 2005	Green
	Schedule rounds into areas based on refuse		January 2006	April 2006	Amber
	Define cleansing staffing structure and recruit		January 2006	April 2006	Amber
	Budget preparation (revenue and capital)		January 2006	April 2006	Green
	Benchmarking, BVPI's, Customer satisfaction		December 2005	September 2006	Red
	Procure and obtain vehicles and plant		December 2005	April 2006	Amber
	Publicity of services, standards, and targets		February 2006	July 2006	Amber
	Prepare a cleansing service plan/targets/pi's		March 2006	April 2006	Amber

Ref.	Key Deliverable Title : STREET CLEANSING			
	Develop watercourse management strategy	February 2006	May 2006	Amber
	Upfront clean-up for 3 months	April 2006	June 2006	Green
	Fully implement the proposals contained within the strategy for street cleansing		April 2007	Green

Comments:-

The whole process was delayed until budget provision could be approved by Council. The original start date for the implementation plan was January 2006, it did not commence until March 2006. The plan is on schedule for the revised timescales.

In 2 areas Charford and Sidemoor, dedicated cleaners have been employees with the intention of them focusing on these specific areas. This has proven to be extremely successful and welcomed by residents in these localities and is the first phase of the role out programme. The remaining phases will role out slowly but cannot be entirely implemented until vehicles and equipment are available. Some hired vehicles are currently being used to allow further role out in advance of delivery of purchased vehicles

Ref.	Key Deliverable Title : REFUSE SERVICE
KD2	To develop the refuse collection service to deliver top quartile performance regards cost, quality, and public satisfaction.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	BV84 Kg of waste collected			121.94	Quarteley
	LPI No. missed collections	2800	1200 ann(300 qu)	511	Weekly
	LPI No. missed trade	250	1200 ann(300 qu)	11	Weekly

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Revise existing refuse and recycling rounds	December 2005	April 2006	Amber
	Prepare a refuse and recycling service plan	March 2006	April 2006	Amber
	Revise the refuse and recycling policies	January 2006	February 2006	Amber
	Review dispensations and processes	March 2006	September 2006	Green
	Budget preparation (revenue and capital)	December 2005	March 2006	Green
	Benchmarking, BVPI's, Customer satisfaction	December 2005	September 2006	Amber
	Publicity of services, standards, and targets	February 2006	July 2006	Amber
	Procure and obtain vehicles and plant	December 2005	March 2006	Green
	Re-align depot for new services and HSE report	December 2005	March 2006	Green

Comments:-

Revision of the existing rounds is ongoing. Crews have been involved with the discussion and assisted with the re-routing. The new smaller vehicles are being incorporated into the system allowing bins to be delivered to properties were they have had sacks in the past. Part of this process is to develop the service and revise the policies. Additional properties are being included within the recycling service with an increase of 100 properties per month being added to the system.

Ref.	Key Deliverable Title : RECYCLING SERVICE
KD3	Consultation and implementation of a co-mingled recycling collection

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	LPI No missed recycle coll.	700	1200 ann(300 qu)	175	Quarter
	BV82ai % waste recycled	19.96%	21%	18.34%	Quarter
	BV82aii tonnes waste recycled	8225	8300	2027.94	Quarter
	BV82bi % waste composted	26%	26%	30.93%	Quarter
	BV82bii tonnes waste compost	9500	9500	3420.77	Quarter
	BV91b % props, kerbside recycling	92%	95%	92.13	Quarter

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Consultation on co-mingled recycling collections	December 2005	February 2006	Red
	Prepare plan to procure 5 vehicles and 38k bins	February 2006	November 2006	Red
	Budget preparation (revenue and capital)	December 2005	March 2006	Red
	Benchmarking, BVPI's, Customer satisfaction	December 2005	September 2006	Amber

Comments:-

Discussions with the Waste Disposal Authority have indicated that a co-mingled collection service will not be feasible until a local MRF is built. This is likely to be a further 2 years away. Until this is available the major changes to the service cannot be implemented. Further discussions with the WDA are ongoing.

A business case for the new vehicles will not be produced until this disposal option is clarified.

Ref.	Key Deliverable Title : WASTE POLICY AND PROMOTIONS
KD4	Develop the Council's waste policy and promotions to meet statutory requirements

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Commit to 'zero waste' and develop an action plan	January 2006	March 2006	Amber
	Develop waste awareness/education programme	March 2006	April 2006	Amber
	Develop commercial waste awareness program	March 2006	April 2006	Amber
	Prepare a waste recycling strategy	December 2005	January 2006	Amber

Comments:-

A recycling & Waste Minimisation Strategy is currently in progress due for completion end Aug. This plan will then form the basis for the development of the awareness and education programme. Together the awareness and education programme and the recycling and Waste Minimisation Strategy will address the issue of zero waste and an action Plan can then be compiled.

There is currently a Resource Efficiency Club (REC) running for the Bromsgrove area for local business to work together on waste reduction and recycling initiatives. This club is funded through Envirowise funding and is run in partnership with Worcester College of Technology and Bromsgrove District Council.

Ref.	Key Deliverable Title : BULKY HOUSEHOLD WASTE SERVICE
KD5	To develop a free Bulky Household Waste service in partnership with Community Enterprises

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Engage with local community enterprises	December 2005	March 2006	Red
	Develop mechanism for funding enterprises	January 2006	March 2006	Red
	Promote and implement free bulky waste service	Febraury 2006	April 2006	Red
	Prepare contingency	December 2005	January 2006	Green

Comments:-

Discussions with community enterprise were held but would have resulted in a huge cost increase to the service if they had been pursued. Alternative options are therefore being pursued.

The report to provide a free service was rejected by Members on the grounds of the increase in cost of the service.

The contingency was to continue the scheme as at present with further discussion to develop alternatives.

Ref.	Key Deliverable Title : COMMUNITY PRIDE
KD6	To establish a Community Pride team to assist in the delivery of the Clean Neighbourhoods and Environment Act

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Prepare a community pride service plan/targets	December 2005	January 2006	Red
	Prepare Job descriptions, etc and recruit team	December 2005	March 2006	Red
	Arrange depot accommodation/ICT links	February 2006	March 2006	Red
	Define remit of team/integrate with other services	December 2005	March 2006	Red
	Determine processes/procedures and scripts	January 2006	March 2006	Red
	Prepare and award abandoned vehicles contract	December 2005	January 2006	Red
	Budget preparation (revenue and capital)	February 2006	March 2006	Red
	Benchmarking, BVPI's, Customer satisfaction	December 2005	September 2006	Red
	Publicity of services, standards, and targets	February 2006	July 2006	Red

Comments:-

Development of the Community Pride Team was in phase 3 of a 3 year implementation programme. The scheme has been approved in principle but not yet been given funding.

Discussions are currently ongoing with the Head of Culture and Community Services on a proposal to develop the role of the existing neighbourhood wardens to include some of the tasks intended for the Community Pride Team.

Ref.	Key Deliverable Title : GROUNDS MAINTENANCE
KD7	To further develop the grounds maintenance service in order to deliver top quartile performance regards cost, quality, and public satisfaction

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	LPI % grass cut within 14 day cycle	No figure	75%		

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Discussions with County on funding & standards	January 2006	March 2006	Amber
	Commence grass cutting for season	March 2006	March 2006	Green
	Prepare a Grounds Maintenance service plan	January 2006	January 2006	Amber
	Recruitment of 3 litter pickers	February 2006	March 2006	Green
	Prepare brief for a horticultural strategy	February 2006		Amber
	Develop horticultural strategy	March 2006	July 2006	Amber

Comments:-

Discussion with the County Council is ongoing in order to improve the standard expected and funded for grass cutting on shared areas. Companies have also been approached on the feasibility of using advertising revenue to colour gateways and strategic approaches.

Litter pickers have commenced removing litter in advance of grass cutters and the grass cutting commenced earlier this year than in past years. (At the time of writing grass cutting has been reduced due to the lack of growth as a result of very hot weather conditions.)

Ref.	Key Deliverable Title : COMMERCIAL SERVICES
KD8	To increase the profitability and quality of the trade waste service, tanker service, and highways/works unit.

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	LPI % increase in business.	2%	2%		

Ref.	Project / Task Title	Start Date	End Date	Project Lead
	Review charges and mechanisms for charging	November 2005	March 2006	Amber
	Prepare a Commercial services business plan	February 2006	March 2006	Amber

Comments:-

A review of the service has been delayed but both commercial waste collection and tanker services are being consolidated and where appropriate charges modified to suit the nature of the work being provided.

Ref.	Key Deliverable Title : CAR PARK SERVICES
KD9	

Ref.	Key Performance Indicator	2005 / 2006 Est. Outturn	2006 / 2007 Provisional Target	Quarter 1	Measure Frequency
	LPI % ECT's responded to in 3 days	85%	90%		

Ref.	Project / Task Title	Start Date	End Date	Project Lead
				Red/Amber/Green?
				Red/Amber/Green?
				Red/Amber/Green?

Comments:-

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD
18th AUGUST 2006

AUDIT COMMISSION - INSPECTION OF STRATEGIC HOUSING SERVICES

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 The Council's Strategic Housing Services were inspected by the Audit Commission in the week commencing the 27th March 2006. The report of the Audit Commission is attached at Appendix I. The Housing Inspection assessment by the Audit Commission scored Bromsgrove District Council as providing a poor service that has uncertain prospects of improvement.
- 1.2 This report brings forward the action plan that has been developed and approved by the Executive Cabinet to address the recommendations made by the Audit Commission.

2. RECOMMENDATION

- 2.1 **That Members note the attached Housing Inspection report.**
- 2.2 **That Members receive the Housing Inspection Action Plan; note its contents and the arrangements for reporting progress.**

3. BACKGROUND

- 3.1 The Audit Commission report detailed the reasons that informed the score of 'poor with uncertain prospects for improvement'. The inspection focussed upon the following principal areas:

- Access and customer care
- Diversity
- Value for money,
- Housing strategy and enabling
- Homelessness and housing needs
- Private sector housing

These are the services remaining after the Council transferred its housing stock through Large Scale Voluntary Transfer (LSVT) to the Bromsgrove District Housing Trust in March 2004.

The Audit Commission assessed Bromsgrove District Council as providing a 'poor', zero-star service that has uncertain prospects for improvement.

3.2 **RECOMMENDATIONS SET OUT IN THE REPORT**

The report offers practical pointers for improvement and identifies the expected benefits for both local people and the organisation.

There are 6 key recommendations set out in the report which are as follows:

R1 Develop a specific, measurable, achievable, resources and time bound (SMART) action plan to address all weaknesses identified in this report and ensure that progress is regularly monitored and reported corporately.

R2 Strengthen the focus on providing effective access and customer care by:

- Introducing, publishing and monitoring service standards in conjunction with customers;
- Establishing systems to gather regular feedback from customers and use this information to inform service development;
- Ensuring that effective monitoring arrangements are in place covering externalised services.

R3 Strengthen the corporate approach to diversity by:

- Developing training for front line staff in dealing with people for whom English is not a first language;
- Ensuring that all Councillors receive diversity training;
- Complete diversity and equality impact assessments in the establishment of all plans and strategies;
- Ensure that translation strap lines are included in all leaflets to indicate their availability in other languages and formats; and
- Display prominent posters indicating the provision of interpreting and translation services at all access points.

R4 Improve the approach towards value for money by:

- Setting out a clear corporate strategy on providing value for money;
- Ensuring that service heads have access to good quality information about the costs of service, across all areas;
- Comparing costs with other service providers and ensuring that this information is routinely reported and shared with external partners.

R5 Strengthen the approach to providing effective performance management by ensuring that:

- Individual personal development plans are completed within a set timescale linked to the development of corporate and service plans;
- A consistent reporting framework of both local and national performance indicators is established;
- Training needs against the service objectives are established on a regular basis and training is delivered.

R6 Improving leadership and support for Strategic Housing and addressing the needs of vulnerable people by:

- Ensuring that members play a more prominent and pro-active role in influencing regional housing issues;
- Ensure that members are fully involved in developing a strategy for the future of hostel and temporary accommodation in the district;

- Reconsidering the effect of the planning moratorium of the delivery of affordable housing;
- Working in a more focussed way with officers in seeking to redress the imbalance in the housing market.

The Audit Commission Housing Inspection Report is set out at Appendix I of this report.

3.3 **DEVELOPMENT OF AN IMPROVEMENT ACTION PLAN**

A Strategic Housing Action Plan has been developed to address both the six key recommendations set out above and also the observations made in the main body of the report identifying where the service can be further strengthened. The action plan sets out the actions that need to be addressed both corporately and those that are more specific to the Strategic Housing Section itself. The proposed outcomes and targets set out in the Audit Commission Recommendations have been transferred into the Action Plan for clarity.

The Strategic Housing Team, whilst disappointed at the rating given against progress that has been achieved over the last two years, are enthusiastically embracing the action plan as a framework for taking the service forward into improvement.

A number of the weaknesses identified by the Audit Commission are already identified in the actions set out in the Council's Housing Strategy Document that gained 'Fit For Purpose' earlier this year. The Inspection Action Plan is therefore being further supplemented with additional actions from the Housing Strategy to ensure that a holistic approach is taken to service improvement. Actions that have already been achieved are 'shaded in'.

The Housing Inspection Action Plan set out at Appendix II of this report gained Executive Cabinet approval on the 2nd August 2006.

- 3.4 Progress reports will be produced monthly and these will be presented to the Corporate Management Team and to the DCLG Local Government Monitoring Board.

4. **Financial Implications**

There are no additional financial implications, revenue and capital resources are already identified in the pursuit of the Council's Strategic Housing service. There may be financial implications surrounding the remodelling of temporary accommodation and the provision of support to vulnerable and at risk individuals and groups, however this will not be drawn from existing Council resources.

5. **Legal Implications**

- 5.1 There are legal requirements within equalities and diversity and the duties of the Council under the homelessness legislation.

6. **Corporate Objectives**

6.1 The provision of affordable housing; commitment to customer care and the pursuit of equalities and diversity are all within the Council's Corporate Objectives.

7. Risk Management

7.1 Failure to pursue the actions within the Plan will adversely affect the outcome of any future inspection. Various aspects of the plan contain their own particular risks which include those from not pursuing equalities and diversity and inability to introduce effective customer care.

8. Policy Considerations

8.1 Contains issues surrounding diversity; customer care; affordable housing and work with partner organisations

9. Equalities Implications

9.1 Central to the development of the Council's Diversity and Equalities Policy.

Background Papers

The Audit Commission Inspection Report of Bromsgrove District Council's Strategic Housing Service.

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Appendix 1

Appendix 2

Strategic Housing Services

Bromsgrove District Council

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

As an independent watchdog, we provide important information on the quality of public services. As a driving force for improvement in those services, we provide practical recommendations and spread best practice. As an independent auditor, we ensure that public services are good value for money and that public money is properly spent.

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Local Authority Housing Inspections

The Audit Commission is an independent body responsible for ensuring that public money is spent economically, efficiently and effectively and delivers high quality local and national services for the public.

Within the Audit Commission, the Housing Inspectorate inspects and monitors the performance of a number of bodies and services. These include local authority housing departments, local authorities administering Supporting People programmes, arms length management organisations and housing associations. Our key lines of enquiry (KLOEs) set out the main issues which we consider when forming our judgements on the quality of services. The KLOEs can be found on the Audit Commission's website at www.audit-commission.gov.uk/housing.

This inspection has been carried out by the Housing Inspectorate using powers under section 10 of the Local Government Act 1999 and is in line with the Audit Commission's strategic regulation principles. In broad terms these principles look to minimise the burden of regulation while maximising its impact. To meet these principles this inspection:

- is proportionate to risk and the performance of the Council;
- judges the quality of the service for service users and the value for money of the service;
- promotes further improvements in the service; and
- has cost no more than is necessary to safeguard the public interest.

Summary

- 1 Bromsgrove District Council is a district Council in Worcestershire. The population is 87,837 of which 3.3 per cent are from minority ethnic communities. The district is mainly rural with about 90 per cent designated as green belt land. The main centres of population are Bromsgrove, Rubery, Alvechurch and Wythall.
- 2 The Council is conservative led with 22 of the 39 seats.
- 3 The Council employs 454 staff across all services and its net revenue budget for 2005/06 is £9.8 million.
- 4 In 2004 the Council engaged with the Office of the Deputy Prime Minister (ODPM) to support its recovery. Within this engagement the Council accepted a Comprehensive Performance Assessment (CPA) category of 'poor', and the Audit Commission agreed to postpone the Council's CPA inspection. Arising from this engagement the Council has developed and started to deliver a recovery plan. The Council is planning to emerge from this period of engagement by March 2007.
- 5 The inspection covered access and customer care, diversity, value for money, housing strategy and enabling, homelessness and housing needs, and private sector housing. The service is estimated to cost £461,555 in 2005/06.
- 6 The inspection scope covered the services remaining after the Council transferred its housing stock through Large Scale Voluntary Transfer (LSVT) to the Bromsgrove and District Housing Trust in March 2004.

Scoring the service

- 7 We have assessed Bromsgrove District Council as providing a 'poor', zero-star service that has uncertain prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

Table 1 Scoring chart¹

	Prospects for improvement?				
Excellent					'a poor service that has uncertain prospects for improvement' A good service?
Promising					
Uncertain	☀				
Poor					
	Poor	Fair ★	Good ★★	Excellent ★★★	

Source: Audit Commission

- 8 The strategic housing service provided by Bromsgrove District Council is a 'poor' service because:
- there is a lack of comprehensive service standards;
 - the Council does not have an overarching vision for the delivery of customer centred services;
 - there is limited customer feedback to enable the Council to tailor services to the needs of the community;
 - support services, and information provided to people living in temporary accommodation is weak, and the quality of hostel accommodation is poor, with shared facilities and increasing lengths of stay;
 - there is a lack of leadership in the promotion of diversity within the Council, with an absence of strategic policy and plans on diversity issues;

¹ The scoring chart displays performance in two dimensions. The horizontal axis shows how good the service or function is now, on a scale ranging from no stars for a service that is poor (at the left-hand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale.

- work identified to comply with the Disability Discrimination Act 2005 has not been fully completed;
 - the Council's approach to demonstrating and delivering value for money is weak;
 - there is an absence of cost information to ensure that a balance between price and quality is achieved;
 - the Council has done little to balance the housing market and there are now substantial problems with affordability in the district;
 - planning constraints are limiting further expansion of the social housing sector;
 - the numbers of people living in temporary accommodation are increasing, as is the length of time that they are having to remain in unsettled circumstances;
 - there are few tangible outcomes from the work done on the private sector, with a weak approach to houses in multiple occupation;
 - there is little promotion of the grants service available to the private sector; and
 - little action has been taken to deal with empty homes in the district.
- 9 There are some strengths in the service. These are as follows.
- The customer contact centre is of high quality with a good range of information available.
 - The externalised homelessness and housing advice services are competently delivered and are accessible.
 - There is a clear, fit for purpose housing strategy in place, which has been formulated through effective consultation with external stakeholders.
 - The Council has good up to date information on stock condition and housing needs in the area.
 - There has been positive work to enable the development of infill sites in Bromsgrove to develop affordable housing.
 - effective arrangements are delivering a sound Disabled Facilities Grants service that is financially well supported by the Council.
- 10 The Council has uncertain prospects for improvement because:
- there is a lack of overall leadership in setting a clear vision for strategic housing services and a lack of a sustained focus and track record in improving strategic housing services;
 - there is a lack of effective leadership on the diversity agenda, with a reluctance to provide pro-active services to meet the needs of all sectors of the community;
 - difficult decisions about affordable housing and the provision of temporary accommodation for homeless people have been avoided;

8 Strategic Housing Services | Summary

- there is an absence of a clear strategy on the future of the poor hostel accommodation provided by the Council for homeless households;
- not all options to increase the availability of rented accommodation have been considered and implemented;
- planning issues are preventing the delivery of additional units of affordable housing, with an absence of clear guidance on development;
- there is a lack of an overarching performance management system linking corporate priorities through to individual plans;
- Personal Development Reviews are not being comprehensively undertaken across the Council; and
- there is a lack of focus on delivering value for money.

11 There are some strengths in the Council's approach to improvement. These are as follows.

- There has been a sustained focus by staff on ensuring that bed and breakfast is not used for families.
- Strategic housing staff have a good range of skills, experience and commitment to the delivery of effective services.
- The new leadership arrangements are improving member to member and member to officer relationships.
- A clear, fit for purpose housing strategy is in place supported by other strategic housing plans and strategies.
- There is a good awareness among staff about the strengths and weaknesses of the strategic housing service.
- Strategic housing services have secured additional financial support to provide more staff resources from 2006 onwards.
- There are low levels of sickness absence.

Recommendations

- 12 To rise to the challenge of continuous improvement, organisations need inspection reports that offer practical pointers for improvement. Our recommendations identify the expected benefits for both local people and the organisation. In addition, we identify the approximate costs² and indicate the priority we place on each recommendation and key dates for delivering these where they are considered appropriate. In this context, the inspection team recommends that the Council shares the findings of this report with tenants and Councillors and addresses all weaknesses identified in the report. The inspection team makes the following recommendations.

Recommendation

R1 Develop a specific, measurable, achievable, resources and time bound (SMART) action plan to address all weaknesses identified in this report and ensure that progress is regularly monitored and reported corporately.

Recommendation

R2 Strengthen the focus on providing effective access and customer care by:

- *introducing, publishing and monitoring service standards in conjunction with customers;*
- *establishing systems to gather regular feedback from customers and use this information to inform service development; and*
- *ensuring that effective monitoring arrangements are in place covering externalised services.*

The expected benefits of this recommendation are:

- delivery of services in accordance with customer needs;
- increased engagement by customers and increased customer satisfaction; and
- greater transparency in the provision of services.

The implementation of this recommendation will have high impact with low costs. This should be implemented by December 2006.

² Low cost is defined as less than 1 per cent of the annual service cost, medium cost is between 1 and 5 per cent and high costs is over 5 per cent.

Recommendation

R3 Strengthen the corporate approach to diversity by:

- *developing training for front line staff in dealing with people for whom English is not a first language;*
- *ensuring that all Councillors receive diversity training;*
- *complete diversity and equality impact assessments in the establishment of all plans and strategies;*
- *ensure that translation straplines are included in all leaflets to indicate their availability in other languages and formats; and*
- *display prominent posters indicating the provision of interpreting and translation services at all access points.*

The expected benefits of this recommendation are:

- demonstration of community leadership and to be able to demonstrate that services are being equitably and sensitively;
- compliance with legislation and positive practice; and
- increased customer satisfaction from all members of the community.

The implementation of this recommendation will have high impact with low costs. This should be implemented by December 2006.

Recommendation

R4 Improve the approach towards value for money by:

- *setting out a clear corporate strategy on providing value for money;*
- *ensuring that service heads have access to good quality information about the costs of service, across all areas; and*
- *comparing costs with other service providers and ensuring that this information is routinely reported and shared with external partners.*

The expected benefits of this recommendation are:

- to ensure that resources are used more effectively and efficiently;
- to provide better options for service delivery, leading to improved outcomes for service users; and
- the delivery of demonstrably effective, value for money services which provided a balance of cost and quality.

The implementation of this recommendation will have high impact with low costs. This should be implemented by December 2006.

Recommendation

R5 Strengthen the approach to providing effective performance management by ensuring that:

- *individual personal development plans are completed within a set timescale linked to the development of corporate and service plans;*
- *a consistent reporting framework of both local and national performance indicators is established; and*
- *training needs against the service objectives are established on a regular basis and training is delivered.*

The expected benefits of this recommendation are:

- enable weaknesses within service delivery to be identified at an early stage;
- engage all staff in having common objectives for the Council's priorities; and
- deliver a more effective strategic housing service.

The implementation of this recommendation will have high impact with low costs. This should be implemented by December 2006.

Recommendation

R6 Improving leadership and support for strategic housing and addressing the needs of vulnerable people by:

- *ensuring that members play a more prominent and pro-active role in influencing regional housing issues;*
- *ensure that members are fully involved in developing a strategy for the future of hostel and temporary accommodation in the district;*
- *reconsidering the effect of the planning moratorium of the delivery of affordable housing; and*
- *working in a more focussed way with officers in seeking to redress the imbalance in the housing market.*

The expected benefits of this recommendation are:

- better outcomes for people living in temporary accommodation;
- clearer partnership working with external stakeholders, set on a firm vision for housing in the district; and
- improved delivery of affordable housing.

The implementation of this recommendation will have high impact with low costs. This should be implemented by March 2007.

- 13 We would like to thank the staff of Bromsgrove District Council who made us welcome and who met our requests efficiently and courteously.

Dates of inspection: 27-31 March 2006

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Report

Context

The locality

- 14 Bromsgrove District covers an area of 83.8 square miles and lies to the south of Birmingham in the county of Worcestershire. The district is predominantly rural with about 90 per cent designated as green belt land. The main centres of population are Bromsgrove, Rubery, Alvechurch and Wythall.
- 15 The population is 87,837 in 35,168 households, which is projected to increase to 92,250 by 2011. Unemployment is substantially below the national average (5 per cent) and currently stands at 1.9 per cent. Bromsgrove is the lowest ranking and least deprived district in Worcestershire in respect to overall deprivation and ranks in the bottom 20 per cent of most deprived local authorities across England.
- 16 The population is mainly white British who represent 96.7 per cent. The total ethnic minority population of 3.3 per cent is made up of White Irish (1 per cent), Asian (0.8 per cent), mixed (0.8 per cent), Black (0.4 per cent) and Chinese (0.3 per cent). Over a quarter of all households in Bromsgrove contain only older people (25.2 per cent). There are an estimated 6,964 households in Bromsgrove with one or more members in an identified special needs group. This represents 19.1 per cent of all households in the district and is well above the national average. Those with a physical disability are the most prominent group at 56.7 per cent, with frail elderly the next largest group at 37 per cent.

The Council

- 17 The Council comprises 39 Councillors and moved to the Leader and Cabinet model of governance in March 2001. The Conservatives have overall control with 22 Councillors. There are six Labour Councillors, six Independents, four Wythall Ratepayers and one Liberal Democrat.
- 18 In 2004 the Council engaged with the Office of the Deputy Prime Minister (ODPM) to support its recovery. As part of this engagement, the Council accepted a Comprehensive Performance Assessment (CPA) category of 'poor' and the Audit Commission agreed to postpone the Council's CPA inspection. Arising from this engagement and its categorisation as 'poor' the Council has developed and started to deliver a recovery plan. The Council is planning to emerge from this period of engagement by March 2007.
- 19 The Council has set out key priorities for the allocation of funds during this period of engagement. These key priorities are:
 - objectives of the recovery plan;
 - statutory services not being carried out to an acceptable standard;

- key community needs, and
- spend to save schemes.

The service

- 20** There are 35,168 households in the district of which 83.4 per cent are owner occupied, which is the 11th highest figure in England and Wales. A total of 11 per cent of homes are rented from a housing association and four per cent are privately rented. House prices have risen much quicker than the national average in the past few years. The average price of a house is £219,949, and Council tax records show that Bromsgrove had considerably fewer properties in the lower Council tax bands of A and B, and many more properties within E to H, than both the National and West Midland averages. There are approximately 4,050 households in receipt of housing or Council tax benefits, one of the lowest figures in Worcestershire.
- 21** The inspection covered access and customer care, diversity, value for money, housing strategy and enabling, homelessness and housing needs and private sector housing. These are the key housing services retained by the Council after housing stock transfer to the Bromsgrove and District Housing Trust took place in March 2004.
- 22** Services within strategic housing are delivered in partnership with external bodies through contractual arrangements set up when stock transfer took place. The housing advice and homelessness prevention service is provided by Bromsgrove Citizens Advice Bureau, and the homelessness service is provided by Bromsgrove and District Housing Trust.
- 23** The Council currently has a moratorium in place preventing the development of new general needs housing in the district. This was put in place as the Council had exceeded targets for the housing requirements set out in the Worcestershire Structure Plan resulting in an overall oversupply of housing. One of the few exceptions to the moratorium is the provision of affordable housing; however, the impact of the moratorium on the development of affordable housing within larger sites is considerable.

How good is the service?

What has the service aimed to achieve?

- 24** The Council has been through a challenging period recently. The focus of attention has been on the recovery plan and this sets the framework for delivery of individual services delivered by the Council.
- 25** The Housing Strategy 2006-2011 has been assessed as 'Fit for purpose' by the Government Office for the West Midlands. The strategy details four key priorities that seek to address and contribute towards corporate, national, regional and sub-regional priorities. These are:
- addressing the shortage of affordable housing;
 - improving the quality and availability of private sector housing;
 - addressing homelessness; and
 - assisting vulnerable groups to live independently.
- 26** The Council has a number of other plans and strategies in place which set out aims and objectives for the strategic housing service. These include a Community plan, homelessness strategy and a private sector housing strategy. The key priorities of the community plan are:
- the development of a Home Improvement Agency;
 - development of extra care housing; and
 - the provision of affordable housing.
- 27** The objectives of the Council's private sector housing strategy link with priorities in the main Housing Strategy. These are:
- aim to increase the availability of private housing for rent to supplement the supply of affordable social housing;
 - assist the homeless to access private rented tenancies to reduce the use of temporary accommodation; and
 - support vulnerable people to live independently.

Is the service meeting the needs of the local community and users?

Access and customer care

- 28 Weaknesses outweigh strengths in the Council's approach to access and customer care. There is a lack of comprehensive service standards, and a weak corporate approach to access and customer care. The service is fragmented across a number of locations which prevents the provision of a seamless and comprehensive service to vulnerable people. There has been limited involvement in getting customer feedback to shape service delivery, and support for those in temporary accommodation is weak. However, the customer contact centre is of high quality delivering a good range of easily accessible council services, partner agencies are providing good quality accessible housing advice and homelessness services and common easily understandable leaflets are available in all locations.
- 29 There is a weak corporate approach to access and customer care. For example, there is no overarching vision about how services should be delivered to customers. Officers are unclear about how services should be integrated between the use of IT systems, face to face contact, or other means of communication. There are some signs of an improved approach to this issue with the recent development of a 'Customer First' strategy and a communications strategy, but this has yet to make an impact on service delivery. Therefore the lack of a strategic vision leaves staff unable to set a framework for access and customer care across services that effectively combine with other parts of the Council.
- 30 There is a lack of comprehensive service standards in place across the service. Service users cannot be clear about the level of service that they should expect to receive and are therefore unable to complain effectively about perceived poor service. This limits the effectiveness of service provision.
- 31 There has been limited involvement of users in shaping services. Although some customer feedback has been obtained through satisfaction surveys this has not been fully translated into service delivery improvements. For example, there is little work that has been undertaken on assessing the views about those users of the homeless service who have been in temporary accommodation or people who have used the private sector grants service. This undermines the ability of the Council to shape services to the needs of users.
- 32 The separation of functions within strategic housing between BDHT, the CAB and the Council is confusing for customers. The location of offices and the split of homelessness prevention and advice, and the homelessness service results in a fragmentation of the service which is not clear for users. Whilst there is some written information attempting to explain who does what homelessness and preventative services are spread across different locations. The way in which services are delivered means that customers do not receive a seamless and easily accessible service.

- 33 There is a lack of customer care in the way in which the Council provides information. For example, receptionists at the main Council offices are not able to provide a map showing the location of the customer contact centre, or a leaflet describing services available at the Hub. So whilst they verbally signpost customers this is not providing a fully supportive approach to customer care.
- 34 The Council is not providing adequate signposting for the location of services. For example, the signposting for the HUB is poor with users being unable to read the sign on the building from the main road, and the signposting for the Citizens Advice Bureau is limited. This limits the effectiveness of the services and makes it more difficult for users to find Council services in emergency circumstances.
- 35 Telephone contact arrangements have some weaknesses. For example, the out-of-hours contact number for BDHT (and therefore homelessness) is not a free phone or low rate number. In addition the Councils' translation service does not have effective telephone answering arrangements in place. This may cause problems in contacting BDHT for people in vulnerable or challenging circumstances.
- 36 The Council has effectively provided a central point of contact for customer with the establishment of the 'Hub' facility in 2005. This a one stop shop for a wide range of Council services located in Bromsgrove Town Centre. It is operated in conjunction with the County Council and positively it is open on Saturday mornings. The Hub is located in good quality offices, with a good range of information on display. There are high quality private interview room facilities and access to a full range of Council systems to help provide information. This shows that the Council is willing to respond to the needs of the people of Bromsgrove in providing a good quality central access point to services.
- 37 The service is making effective use of the Council's website in providing a good range of information for users of the strategic housing service. All relevant strategies are available and there is a good range of information on housing options in the district and services for homeless people. Clear information is provided about external partners and associated Council services like planning and housing benefit. This ensures that good information is provided to service users with access to the internet.
- 38 Key Council partners are providing good quality offices to deliver externalised Council service. For example, there are good quality and welcoming offices at the Bromsgrove and District Housing Trust and at the Bromsgrove Citizens Advice Bureau. These offices have a good range of information on display about a wide range of service, and all include the common set of leaflets produced by the Council on strategic housing services. This provides users with good access to a range of Council service and provides a confident face to the delivery of public housing related services.

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- 39 There are some examples of good collaboration between the Council and partners. For example, the Council makes private interviews facilities available at the Hub for clients to have a telephone interview with BDHT, and BDHT provide taxi transport facilities between Council, CAB offices and BDHT's main offices. Out-of-hours emergency telephone numbers are displayed on the outside of Council and partner offices. This shows a focus on providing vulnerable people with assistance to gain resolution of housing or homelessness issues.
- 40 The Council provides a good range of basic leaflets describing the individual service areas included within strategic housing services. These are set out in plain English and cover what the service can provide, how it is provided and how to access services and make contact. These leaflets follow a common format and are generally user friendly. This provides customers with a good basic understanding of the range of services available.
- 41 The Council is providing an effective and recently strengthened out-of-hours service on homelessness. This service is jointly funded by the Council and BDHT and provides for two trained homelessness officers to be on duty at all times to address emergency homelessness cases. This shows a willingness of the Council to work in partnership with external partners to address the needs of vulnerable people in the district.
- 42 The Council is undertaking customer satisfaction work in some areas, but there has been an historic lack of getting good customer feedback to enable services to be tailored to local needs. The Council is now obtaining written feedback from users of the Disabled Facilities Grants (DFG) service, users of the housing advice and prevention service and some questionnaire responses from users of the homelessness service. This is now enabling the Council to understand the needs of service users more clearly.

Diversity

- 43 Diversity is an area of significant weakness for the Council. There is no effective leadership being demonstrated to promote diversity and the Council lacks a clear and comprehensive strategy for addressing diversity and equality matters. Although audits of premises have been carried out thoroughly not all work has yet been completed to ensure compliance with the Disability Discrimination Act 2005. Information about translation services is inconsistent and staff lack training on dealing with people who do not have English as a first language. Overall the approach towards diversity and equality issues is not fully developed and embedded.
- 44 There is a weak corporate commitment to diversity. For example, equalities and diversity does not form an explicit part of the values, key priorities, objectives and vision as set out in the Corporate Plan. There is little work being undertaken to ensure that Council service provision is effectively being provided to all sectors of the community and that consideration of diversity is an integral part of all activities. This lack of leadership on diversity issues leaves staff and the residents of Bromsgrove District unclear about the values of the Council, and prevents service delivery improvements taking place within a set framework.

- 45 The Council does not have a full range of up to date equalities policies and procedure in place. For example, the existing equal opportunities policy is considerably out-of-date and does not refer to recent changes in the legislation framework around diversity and equalities; for example, the existing equal opportunities policy does not refer to the Human Rights Act or the Race Relations Amendment Act. This prevents Council officers and members from having a clear reference point to ensure that all actions taken are meeting the diverse needs of the community, and leaves Council actions of diversity open to challenge.
- 46 The Council does not have a comprehensive approach to dealing with customers for whom English is not the first language. For example, there are no posters on display clearly indicating the availability of translation services. Front line officers working at both the main Council offices and the Hub customer service centre have not been trained in how to effectively deal with people who do not speak English, and there is a lack of clarity about how users could be signposted to the Council's partner translation service. This restricts the availability of Council services and advice to people for whom English is not a first language and does not show a focus of the needs of all sectors of the community.
- 47 Councillors are not showing leadership in pro-actively addressing diversity. For example, members have not yet had equalities and diversity training and there is a lack of understanding among Councillors on the importance of ensuring that services address the needs of potential users, rather than being reactive to existing users. The needs of people with mental health illnesses, drug and alcohol users, travellers, and domestic violence are not being fully considered. This lack of leadership means that services are not comprehensively addressing all the needs of the community.
- 48 There is a lack of comprehensive monitoring by diversity categories for the advice and homelessness prevention service. Although figures are provided by the CAB about use of the service, and the reasons why advice is being given, there is an absence of information about the ethnic origin of users of the service. This prevents the Council having a good understanding of trends happening within the district, limiting the Council's ability to shape services to the local context.
- 49 The Council is not representative of the community. The number and percentage of Black and minority ethnic employees, and employees with disabilities is lower than the regional and national figure. This prevents the Council from having good role models to ensure that diversity issues are a priority for the Council and that services can be delivered equitably with consideration of all the needs of the community.
- 50 The Council does not have a focus on ensuring that domestic violence services are working well. For example, the existing refuge for women fleeing domestic violence is under considerable strain, with a long waiting list. Additionally this facility only has sufficient capacity to deal with women who are formally referred by agencies in the district, and is unable to assist self referrals. The Council does not have any plans place to provide additional support or commitment to these services. This means that there will continue to be limited resources to help support people experiencing domestic violence.

- 51 The Council has invested in good quality access audits for all public buildings to determine what work is required to meet the Disability Discrimination Act 1995. The Council is very clear, therefore, what work is required, what it would cost and how effectively it could be undertaken. However, not all of the requirements identified within these audits have yet been carried out. For instance, the tourist information centre in Bromsgrove Town Centre is not accessible to a wheel chair user. This prevents some sections of the community having full access to Council services.
- 52 The Council has taken a more pro-active stance on the provision of translation services recently, but this is not yet fully operational or effective. For example, it is positive that there are now translation straplines on the main strategic housing leaflets, however, other leaflets still issued by the Council do not have these important messages contained within them. This lessens the effectiveness of the Councils' written communications and does not show a focus on addressing the needs of all sectors of the community.
- 53 The Council has provided good access at the Hub customer contact centre for people with disabilities. For example, there are hearing loops, automatic doors, and wheelchair accessible public toilets. This building has been subject to detailed audit and work to address any perceived weakness has been carried out. This shows a level of commitment to the needs of vulnerable people and people with disabilities ensuring that they can equitably gain access to Council services.
- 54 The Council is showing an enhanced recent commitment to address the diversity agenda. The Council has now achieved level two of the Local Government equalities standard and impact assessments have been carried out across the operation of strategic housing services. This is assisting officers to understand what still needs to be done to ensure that services are provided equitably.
- 55 The Council is providing positive financial commitment to the needs of older people and people with disabilities. For example, the Disabled Facilities Grant budget has been increased in recent years and is substantially above the capped level provided by the ODPM. Given that the local context information shows a higher percentage of older and vulnerable people living in the district this is an effective response to the needs of the local community.

Housing strategy and enabling

- 56 Weaknesses outweigh strengths in the Council's housing strategy and enabling role. The Council has an effective housing strategy in place which is assessed as being fit for purpose by the Government Office, there is a solid information base on housing needs and stock condition, and some good opportunistic infill developments of affordable housing in Bromsgrove. However, there has been little corporate effort to balance the housing market in Bromsgrove, there has been a poor approach historically to delivering affordable housing, and planning issues are limiting further expansion of the social housing sector. There is an absence of a clear strategy on the future of the poor hostel accommodation in the district, leading to poor outcomes for residents of the hostels, and a lack of exploration of options to increase the availability of rented accommodation.

- 57 The Council has given increased prominence to the role of strategic housing during the last two years. For example, the creation of a dedicated strategic housing team has been a success, with much closer multi-agency working taking place and effective consultation contributing to the development of the housing strategy. There has also been an increased financial commitment made to support the service. This is helping to improve the outcomes for housing in the district, with some recent successes on delivering affordable housing on infill sites in Bromsgrove.
- 58 The Council's housing strategy 2006-2011 is assessed as being 'fit for purpose' by the Government Office for the West Midlands (GOWM). Having a good quality housing strategy in place will ensure that all associated services will have a framework to operate within, and external partners will have a clearer understanding of the direction that the Council intends to take for strategic housing services.
- 59 The Council has good baseline data and information on housing stock condition in the district and on housing needs. For example, a private sector stock condition survey was carried out in 2004 by external consultants. This was a comprehensive report which covered energy efficiency, meeting the decent homes standard and also looked at the socio-economic profile of households. The survey also took account of the Housing, Health and Safety Rating System (HHSRS), an alternative method for looking at the condition of dwellings in an area taking into account the potential hazards of a dwelling in relation to any persons using it rather than a study of the fabric condition of the home. A housing needs survey was also undertaken in 2004 which has provided an overview of the housing situation in Bromsgrove, calculating an estimate of housing need and also looking at housing demand across all tenures and property sizes. This work ensures that the Council has access to good baseline information to inform decision-making.
- 60 There has been effective and wide ranging consultation with the community, stakeholders and partners during the development of the housing strategy. For example, a Black and minority ethnic focus group was held with staff now building upon the contacts made through this process, there is a regular and popular private landlord forum in place, and housing association liaison is inclusive and working well. This means that the Council has been well placed to take a wide range of views and experience into account in the compilation of the housing strategy.
- 61 There is some positive working taking place to provide affordable housing in the district. Officers have been able to identify a number of infill and garage sites, particularly within Bromsgrove where additional housing can be developed. There has been increased emphasis on bringing these sites forward given the moratorium on developing larger general needs housing sites in the district. This is enabling small additions to be made to the stock of affordable social housing in an area of considerable housing need. However, the actual numbers of new dwellings being produced through this process is small with 22 properties for rent completed in 2005/06 and around 20 properties for shared and fixed equity low cost housing.

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Taking into account 'buy backs' of properties for dispersed temporary accommodation and the properties bought through the 'Homebuy' scheme, the total number of affordable units achieved during 2005/06 was 75. However, the overall additions to the housing stock are very limited, particularly in the area of family accommodation. This is barely keeping pace with the loss of social housing properties through right to buy where 22 units were sold in 2004/05 and 18 units in 2005/06.

- 62 The Council has raised the profile of rural housing needs in the district and is now achieving some success in rural housing developments. For example, it has been working closely with the Worcestershire Rural Housing Enabler and has carried out rural housing needs surveys in five areas. Three rural housing consultation events have been held and planning permission has been achieved for the first rural social housing scheme in the district at Belbroughton. This is helping the Council to address concerns about affordability issues in rural areas, and successful development will help raise the profile of rural issues and help identify other possible development sites.
- 63 The Council is not, however, providing a financial commitment to the support work on the housing needs of rural parts of the district. For example, Bromsgrove is the only rural local authority in Worcestershire which does not provide funding for the Worcestershire Rural Housing Enabling officer. This service is only continuing in Bromsgrove District because BDHT have agreed to provide some additional funding. A budget bid was considered by Councillors but turned down due to financial constraints. This does not indicate a commitment by Councillors to take steps to balance the housing market in rural areas.
- 64 In addition to consultation on the housing strategy there are good liaison and working arrangements in place with housing associations working in the district. This takes the form of regular meetings to discuss both new development and existing properties. Officers at the Council are working collaboratively with the largest landlord in the district, Bromsgrove and District Housing Trust, both at an operational and strategic level. There are regular meetings taking place between senior officers at both organisations which are minuted and feed into service planning. This ensures that common issues can be considered and can be incorporated into service delivery improvements.
- 65 The Council has a clearer focus at a staff level on working regionally on housing issues with neighbouring local authorities. For example, officers are proactively involved in the work of the South Housing Market Group (made up of all local authorities in Worcestershire, Warwick District Council and Stratford on Avon District Council). This is helping to link work regionally on needs, affordability and the development of the Regional Spatial Strategy. This is ensuring that the needs and aspirations of the people of Bromsgrove can be used to influence regional housing considerations.

- 66 There has been little corporate effort to assist in balancing the housing market in Bromsgrove. Officers within strategic housing have been unsupported in using all of the possible options to address concerns about affordability and the limited amount of social housing in the district. Whilst officers have been opportunistic in identifying small scale development sites, the lack of leadership and vision more widely has stifled innovation. This has impacted on the lack of affordable social housing and poor outcomes for people in temporary accommodation or in housing need.
- 67 There is a lack of a common vision for housing at a member level, which would set a clear framework for the future of Bromsgrove. Officers have driven forward the development of the housing strategy despite members rather than as a result of a common understanding of the way forward. For example, whilst members acknowledge that affordability is the key issue, there is no clear consensus of whether the moratorium on larger scale general needs housing sites should be lifted or is still appropriate. Whilst it is clear that the numbers of homeless households moving into temporary accommodation is increasing there is also no clear direction or leadership being given by Councillors to addressing this issue. This leaves staff and external partners without a clear mandate from Councillors about the future direction of housing in Bromsgrove, and undermines staff efforts to address concerns about affordability.
- 68 Whilst having an effective housing strategy in place, the Council is not effectively considering the wider strategic issues within Bromsgrove and the connections with economic and social regeneration activities are not well understood. For example, there are ambitions to attract more high technology jobs to the area, but the effect and impact of a lack of affordable housing on this ambition is not well recognised. This limits the effectiveness of the Council's corporate planning and community support role.
- 69 There has been little publicity on the effectiveness or impact of previous housing strategies or the outcomes of strategic housing actions in Bromsgrove. For example, the lack of delivery on affordable housing in the district for many years has not been well disseminated and this prevents people in Bromsgrove understanding the impact that Council policy and actions are having on people in housing need or those in temporary accommodation.
- 70 The Council does not have an effective planning function in place that supports the need for additional affordable housing in the district. There has been a historically poor approach to delivering affordable housing, and the outcome of this has been substantial development of sites containing large executive homes, apartments and general needs family housing for sale, to the detriment of provision of properties for social rented housing or schemes for special needs, the homeless or vulnerable client groups. There has been a lack of effective use of section 106 agreements to ensure that affordable housing has been included in early considerations on development sites. This has resulted in people having to stay longer periods in unsuitable hostel or temporary accommodation, and there being a lack of suitable housing options for those in housing need.

- 71 The imposition of the moratorium in 2004 to prevent any further large scale general needs housing developments has limited the deliverability of affordable housing in the District. The effect of the announcement of the moratorium speeded up planning applications by developers of sites, mainly under the threshold limit of 25 units. This has contributed to the imbalance in the housing market in Bromsgrove with a lack of affordable social housing for rent.
- 72 There is a lack of capacity within the Council's planning function. This has been a historic issue, which has not been resolved. Staff turnover within the department has been high and recruitment has been difficult. This has impacted upon the Council's ability to take a more strategic approach to planning considerations and to provide comprehensive support to other relevant departments.
- 73 The Council does not have a full range of planning tools in place to support the housing strategy and to assist in balancing the housing market. For example, there is a lack of supplementary planning guidance to help support the development of affordable housing in the district. The Council is therefore constrained in its ability to set clear numbers or percentages of affordable housing on the sites that have been identified. The effect of this has been to restrict the numbers of affordable housing units delivered in the area in recent years.
- 74 The Council does not have clear written guidance to support the planning function on the type, quality and layout of affordable and other social housing being developed in the district. For example, there is an absence of development briefs and written guidance in this area. This means that developers and housing associations do not have a clear framework of the Council's stated requirements about the characteristics of a particular development.
- 75 The Council lacks specific plans to achieve the target of 400 new affordable housing units over the next five years, as set out on the current housing strategy and the target is aspirational. The target was modified at the end of strategy consultation as a result of input from external partners, and is acknowledged by the Council as being challenging. However, there is a substantial gap between the numbers of definitely identified development opportunities and the overall target. It is not clear how the Council is going to be able to fill this gap given the moratorium on larger development sites, and therefore the delivery of future affordable housing may be restricted.
- 76 There is a lack of an agreed strategy on the future of temporary accommodation in the district. As set out in the section of this report on homelessness the existing hostel accommodation is poor, and has been so for many years, with shared facilities and small rooms being used for families. Whilst discussions have taken place with BDHT this has not yet resulted in a clear strategy being agreed on the future use, location or investment needs of all temporary accommodation in the district. This prevents staff from effectively communicating with those people on temporary accommodation about their future, and prevents Councillors being able to give good information about the hostels to local residents.

- 77 The Council has not used all of the possible options to increase the availability of housing for rent in the district. For example, the Council does not have a private sector leasing scheme in operation whereby the Council guarantees to provide a defined management service to private landlords in return for the use of private rented properties to be used to meet the Council's homelessness duty. Landlords that were contacted during the inspection expressed an interest in his type of scheme. This lack of innovation and the use of all options are limiting the availability and effective use of all housing in the district.

Homelessness and housing needs

- 78 Weaknesses outweigh strengths in the Homelessness and housing needs service. The quality of temporary hostel accommodation is poor, with insufficient support generally being provided to those in temporary accommodation. There are a lack of housing options for over 25 year olds, an increasing number of people in temporary accommodation or 'homeless at home' and a lack of innovative use of the private sector housing stock. However, there are some positive aspects. There are effective arrangements in place with external partners to deliver a competent homelessness and housing advice service. This is working well, with good outcomes for those seeking advice and rapid decision-making for homeless applicants, with no use of bed and breakfast being used for families.
- 79 The Council is providing a good quality, effective and appropriate advice and assistance service to homeless people or those in housing need. This is delivered in partnership with the Bromsgrove Citizens Advice Bureau (CAB) and is set out and managed through sound contractual arrangements supported by a service level agreement (SLA). These arrangements are ensuring that users are seen by qualified and experienced staff quickly and the service is accessible.
- 80 People seeking housing or debt advice are seen rapidly by the CAB. The service provides dedicated housing specialist case workers, and also utilises more generic staff. Advice is given through telephone interviews and some home visits take place. The service has been effective in intervening in, and providing solutions to cases where it has only been involved when the client had reached a crisis stage. This service is providing a valuable and supportive service to people seeking basic advice and to those in more challenging circumstances.
- 81 The Council is meeting its statutory duty in the way in which homelessness applications are administered in partnership with Bromsgrove and District Housing Trust (BDHT). There is a service level agreement in place for this service also. BDHT is processing homeless cases promptly and the quality of casework and decision-making is good. The time for decision-making is rapid with 96 per cent of applicants receiving a decision within 33 days. This provides homeless and vulnerable people with an effective service that is moving them towards more settled accommodation in well managed way. However, there is lack of written procedures in some areas of the homelessness service. For example, there are no written procedures of dealing with homelessness assessments. This undermines the effectiveness of the process and does not provide managerial certainty that decision-making is being made on an equitable and consistent basis.

- 82 The Council has been effective in reducing and minimising the use of bed and breakfast accommodation over a number of years. There has been no use of bed and breakfast for families for some years, and only occasional use of bed and breakfast for single people, and these have been in emergency circumstances. This is ensuring that homeless people are not housed in unsuitable and unsupportive bed and breakfast accommodation, and is meeting a key Government target.
- 83 The lack of affordable and social housing in the district is contributing to some people remaining in temporary and hostel accommodation for long periods. This situation is getting worse. The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman has increased from 8.61 weeks in 2004/05 to 18 weeks in 2005/06. This is causing considerable pressure on the management of hostels and the support needs of families in temporary accommodation and lengthens the period of uncertainty whilst waiting for more settled accommodation to be available.
- 84 The condition of the Council's hostel accommodation is poor. There are four hostels in the district, and all provide shared kitchen, toilets and bathing facilities, and the mix of clients being housed in this accommodation presents substantial challenges to those housing in the hostels. The overall condition of the properties is poor, lacking capital investment for many years. The facilities are not wheelchair accessible. This means that vulnerable people and families are being housed for long periods in inadequate and unsuitable accommodation.
- 85 The management arrangements for the hostels are flawed. Whilst owned by the Council they are managed by BDHT. However, the contractual arrangements contained within the SLA are insufficiently specific about the management requirements for the hostels. For example, it does not specify the numbers of managerial visits that should be made to the hostels or what support mechanisms should be provided to individual residents. This has led to some poor outcomes and a lack of effective management at the hostels, which is compounding the challenges faced by residents, and adding to the perception of mismanagement by other local residents.
- 86 There is limited support and information being provided to people in temporary accommodation across the district. This is evident for both those in temporary accommodation and those housed in the dispersed stock of temporary accommodation spread across the district. Whilst there is some support provided by hostel superintendents and through floating support services, this is not provided within set frameworks or service standards, and is not comprehensive. This means that some people in temporary accommodation lacking effective support and being unsure about their rights, responsibilities and what their future housing accommodation will be.
- 87 There is some positive work being undertaken in the district, through partnership arrangements, to focus on homelessness prevention for under 25 year olds. For example, the homelessness preventative service makes referrals to the Baseline private tenancy scheme that offers rent deposit, rent in advance and rent guarantee facilities for people under 25 years to promote private sector renting.

This is helping to move vulnerable young people into settled accommodation in the private sector.

- 88 There is a lack of a full range of housing options for over 25 year olds in the district. The private tenancy scheme run by the Basement project does not have sufficient resources to enable it to be extended to the over 25 year olds. This means that this group find it more difficult to provide sufficient guarantees to landlords to enable them to move into the private rented sector within Bromsgrove.
- 89 There is good strategic working between the Council, BDHT and other housing associations on providing additional accommodation for the homeless. Working in partnership has added 21 self contained properties to the pool of dispersed temporary accommodation that is used to house homeless people. For each property that the Council funds through this 'buy back' mechanism BDHT match with an additional property to add to the pool of temporary accommodation. This helps to alleviate the pressure on the hostel accommodation in the district.
- 90 The Council has been effective in minimising the cases of repeat homelessness in the district. The Council and external partners are monitoring the level of cases and this has been very low. This indicates that the focus on preventing tenancy failure of people who have been homeless in the past is working effectively.
- 91 The Council has a sound process in place for appeals against homelessness decisions. This is run in conjunction with BDHT and the effectiveness of existing homelessness administration is shown by the very low level of appeals that have been made over the last two years. This ensures that existing administrative arrangements are effective and helps to speed up the resolution of homeless applications.
- 92 There is a mixed picture on the quality of preventative work being undertaken in the district for homelessness. Whilst the preventative work done through the CAB is effective, the operation of family mediation services in the district is not working well to provide solutions until situations have reached crisis. BDHT report that significant numbers of homeless presentations are being made where low level intervention and support would have been possible to resolve family tensions and prevent homelessness occurring. This is adding to the pressure on temporary accommodation and support services in the district.
- 93 The Council is not effectively monitoring the level of nominations being provided by housing associations in the district. Whilst the Council is receiving a higher percentage of nominations through BDHT, the Council lacks detailed information on the performance of others. This prevents the Council from understanding whether the best use is being made of the existing housing stock to support the Councils' homelessness duty.

- 94 The Council is not effectively using customer feedback to improve homelessness services. For example, surveys of homeless customers do not measure satisfaction with services during the post acceptance period. Surveys are sent out by BDHT after homelessness acceptance occurs, but the household may spend long periods on temporary accommodation following this. Therefore the satisfaction levels with the whole homelessness process are unknown and prevent the Council effectively shaping service delivery on the basis of user feedback.
- 95 The pressure on accommodation in the district is increasing with increased numbers of people being classified as 'homeless at home'. This is where the Council accepts that it has a duty to house the person through homelessness legislation, but that person is not placed into temporary accommodation, but for example, sleeps at a the home of a relative. This is a short term solution to the lack of suitable accommodation in the district but does not assist effectively vulnerable people to find long term settled accommodation.
- 96 The Council has not used all possible options in addressing the needs of homeless and vulnerable people in the district and it has not been sufficiently innovative on using all housing options to limit homelessness. For example, a bid was made to the Council to provide a 'spend to save' scheme that could be used, for instance, to provide financial support to a single parent enabling them to remain at home. This was turned down by Councillors. This limits the options for assisting people and is adding to the numbers of homeless applications.
- 97 The Council is not using all of its powers effectively to support vulnerable people. For example, the Council has been overly restrictive in the use of Discretionary Housing Payments (DHPs) through the housing benefit system. These could have been used more imaginatively to support people in vulnerable circumstances. The Council has not made explicit its policy and procedure in the use of DHPs or what budget allocation has been made for these to be paid. This limits the number of option for external homelessness prevention services.
- 98 There are some gaps in written guidance setting out the relationship between external partners and the Council. For example, BDHT does not have written protocols in place for joint working with external advice and support agencies in the provision of homelessness services. These are now being developed in conjunction with work being undertaken on protocols by the county homelessness officers group. This absence of protocol undermines the effective working arrangements of agencies working in Bromsgrove.

Private sector housing

- 99 Weaknesses outweigh strengths in the Council's approach to private sector housing activities. There are few tangible outcomes from activity in the private sector with limited targeting on reducing the number of vulnerable households in non decent housing. The council has not taken a pro-active approach to ensure high standards in houses in multiple occupation. There has been little preparation undertaken on responding to the introduction of the Housing, Health and Safety Rating System (HHSRS), although staff have been trained in this area.

There has been little promotion of the availability of grants, there are weaknesses in the Disabled Facilities Grants (DFG) process and follow up activity, and little work to bring empty private sector homes back into use. However, the Council has good baseline information on the needs of the private sector and is now in a position to target activities more effectively. There are sound arrangements in place to provide Disabled Facilities Grants, and a good level of financial support.

- 100** There has been limited promotion of the range of measures available through the private sector housing strategy. For example the availability of grants, loans and other support has not been well promoted to owner's occupiers in the district. There are some leaflets available on private sector grants but these are limited. This means that the effectiveness of the Council's approach to the private sector is lessened, and that residents of the district are not fully aware of the range of support that the Council is able to provide.
- 101** The Council is not effectively spending its budget on private sector housing activities. For example, the expenditure on discretionary grants is showing a considerable under spend at present, and the service cannot carry this forward into subsequent financial years. This prevents the Council from making the projected impact in the private sector as set at the time when budgets were allocated.
- 102** The Council has effective partnership arrangements in place to deliver Disabled Facilities Grants. There are good working relations between the Council, and the social service occupational therapists. The Council has a new joint partnership 'The North Worcestershire Care and Repair Agency' which now deals with the majority of owner-occupier and private tenant requests for grant aid. This service also carried out home assessments on safety, property suitability and assesses any need for home repair assistance. This demonstrates a commitment to needs of owner occupiers living in the district.
- 103** The Council is providing an effective Disabled Facilities Grants service. Waiting times from assessment of work required to completion are between six and twelve months, with minor or standard (for example stair lifts) works being completed more rapidly. The Council has developed a d priority rating scheme to help ensure that those applicants in most need are dealt with effectively. This demonstrates a focus on the needs of vulnerable people or those with disabilities and helps to ensure that they can live independently in their own homes for longer periods.
- 104** The Council has shown a financial commitment to the needs of older people and people with disabilities. For example, the Council commits funding for DFGs within its capital programme well in excess of the capped level to which the Government contributes. This ensures that people in need of DFGs do not have to wait excessive periods for work to their homes to be undertaken.

- 105 Satisfaction surveys are being used well to assess the work being undertaken by Care and Repair in conjunction with the Council on DFGs. These are being used to assess the overall level of service experienced by users, and also to determine qualitative issues on how the service can be improved. This is assisting the Council to shape its policies and procedures on the provision of DFGs more effectively and shape services to the needs of service users.
- 106 There are some weaknesses in the way in which DFGs are provided. There is a lack of clarity and specific information provided to applicants on the prioritisation scheme in place. This means that those in most need, for example, the terminally ill or those in hospital would be unaware that the Council could fast track their applications. This lack of explicit information would also prevent users of the service being able to challenge their position on the waiting list, or being clear whether their individual application was prioritised correctly or not.
- 107 The Council is not making sure that work done through the DFG process is suitable for the applicant and their needs. There is, for example, no formal requirement to visit recipients of DFG grants after a defined period to make sure that their health and safety needs have been covered correctly. This limits the effectiveness and suitability of DFGs in ensuring that the needs of people to live independently in their own homes are met.
- 108 There has been limited work done by the Council in identifying and bringing empty homes in the district back into use. Whilst this is not a significant or major issue in the district staff have already identified that there are at least 34 isolated cases where there may be potential for bringing dwellings back into use. However, a lack of staff resources has prevented any further work being done on this issue. The appointment of a new Housing Initiatives officer due to commence in May 2006 will be tasked to address this issue.
- 109 The service is not working collaboratively with other departments of the Council to identify any developing trends in empty homes. For example, strategic housing does not receive information from the Council tax department on empty properties, through the use of Council tax records. This limits the way in which the Council can respond to, or identify developing trends in this area.
- 110 There has been little monitoring of outcomes as a result of the Councils' private sector activities. Although some basic compilation of performance indicator information has taken place, the service is unable to quantify the effect of work and commitment to the private sector housing strategy. This prevents the Council having clear understanding of the impact of allocated funds to this area of activity.
- 111 The Council has done little to ensure that conditions in Houses in Multiple Occupation (HMOs) in the district are well managed and providing good living conditions for residents. Although there are believed to be very few HMOs in the district the Council lacks any systematic evaluation of the numbers, location and types of HMOs in operation. The Council did have a voluntary registration scheme in place which proved to be ineffective. The Council now intends to set up a mandatory registration scheme through the changes in legislation brought about by the Housing Act 2004, but work to develop this is still at an early stage.

This means that HMOs in the district are potentially hazardous for residents without the Council playing an effective role in ensuring high standards for all of the people living in Bromsgrove.

- 112 The Council has a good understanding of the private sector stock condition and needs data. It has good accurate baseline information on the critical issues affecting people living in the privates sector. For example, baseline stock condition information is showing that there are concerns about the thermal efficiency of some homes in the private sector and therefore the Council is putting extra staff resources to work in addressing these issues in partnership with external organisations. This means that the Council is able to target its resources in the most effective way to support the needs of the private housing sector.
- 113 The Council has a clear housing strategy in place for the private sector. A separate private sector housing strategy was formulated through effective consultation involving questionnaires and workshops. The strategy has considered the use of a wide range of powers available to the Council, and sets out a clear framework within which to operate. However, the Council has yet to use these powers in a fully effective way, for example, in targeting vulnerable households living in non decent housing.
- 114 The strategic housing service is working well with private sector landlords. There is a private landlords' forum in place which is well supported by officers and meets on a regular basis to provide advice and encouragement to private landlords. This positive relationship is encouraging landlords to let properties to homeless clients by linking them with the Basement private tenancy and rent guarantee scheme. Regular newsletters are sent to private landlords and meetings have included presentations by external specialists on subjects of interest identified by the private landlords, for example, on legal issues. This work is helping to maintain contact with the private sector and to build on the relationship encouraging effective use of the local housing stock.

Is the service delivering value for money?

- 115 This is a weak area for the Council. There is an absence of information showing how costs compare with others, and a lack of leadership in focussing on value for money issues. The Council lacks effective strategies to set a framework to ensure that cost and quality considerations are embedded in all procurement decisions. There is a lack of effective performance management ensuring that value for money is achieved. There are some positives, for example, there is a new procurement strategy being developed and an extra staff capacity provided for procurement. There have been some successes in attracting external funding to support Council priorities.
- 116 There is a lack of leadership being demonstrated by Councillors in driving forward the value for money agenda. Councillors are not aware of any systematic approach to addressing value for money issues. This means that officers do not receive clear messages about the importance that the Council places on the corporate approach to value for money.

- 117 The Council lacks an embedded value for money strategy that sets out how services should be procured and how cost and quality considerations should be balanced. There is now increased work being undertaken as part of the recovery plan on procurement but this has yet to be translated into service delivery changes that would achieve improved value for money outcomes.

How do costs compare?

- 118 The Council does not have a comprehensive approach to dealing with value for money issues and there is a lack of cost comparison information about strategic housing services. Whilst there is now an increased emphasis on providing good basic financial information to service heads, there has been a lack of capacity in the Council to provide any input beyond basic information. This prevents the service understanding how it compares with other providers and prevents any demonstration of the effectiveness of current service provision.
- 119 The Council lacks benchmarking information about the cost and quality of services being provided by external partners like the CAB and BDHT. Although it has contractual arrangements and service level agreements in place, these are general in form and monitoring arrangements are not comprehensive. The Council cannot therefore accurately determine whether it is achieving good value for money in these areas of operations or not.
- 120 There are some emerging signs of a more robust approach to procurement in the Council. For example, a new procurement strategy has been produced and two new procurement officers have been recruited. However, the impact of these moves has yet to be realised and embedded into service delivery improvements.

How is value for money managed?

- 121 Value for money considerations are not well managed within the Council. For example, the Council has entered into contractual arrangements with external providers of key strategic housing services without there being a fully operational means of ensuring that this provides cost effective quality services. Service Level Agreements do not fully set out the nature of the service that should be provided and performance monitoring and management arrangements of external providers are overly reliant on the submission of figures from these bodies, rather than more independent means of assessment of quality and cost.
- 122 There is an absence of innovation within strategic housing services to achieve value for money. For example, the lack of accurate cost information means that the respective merit of homeless prevention work cannot be weighed against the cost of a homeless application. This lack of qualitative data means that for example bids to the Council for a 'spend to save' scheme cannot be backed up by good baseline data about the respective merits of different approaches to homelessness.

- 123** The Council has missed opportunities to maximise the amount of financial contribution that it could have achieved with more robust affordable housing policies being in place. Although some commuted sums have been received through planning gain, this has not been comprehensive due to the absence of policy in key areas.

Summary

- 124** The strategic housing services delivered by Bromsgrove District Council provide a 'poor' service. The quality of service is undermined by the lack of clear and comprehensive service standards, and an accompanying vision about how services should be delivered. The quality of hostel accommodation and associated support services are poor. There is a lack of leadership in ensuring a pro-active stance is taken on diversity issues. The Council has taken little action to help ensure a balanced housing market exists in Bromsgrove and this is resulting in lengthening stays for families in unsuitable temporary accommodation. There has been a longstanding poor approach to the deliverability of affordable housing in the district and limited actions to use all possible options to add to the stock of social rented housing. The private sector housing activities have yet to achieve tangible outcomes, in particular for vulnerable households. The corporate approach to demonstrating effective value for money is weak with an absence of cost information and a clear understanding of how costs compare with other providers.
- 125** There are some strengths in the service. There are clear access arrangements with good quality offices at the Hub customer contact centre and at partner organisations. Housing advice, homelessness and prevention services are delivered competently and in line with legislation. A clear fit for purpose housing strategy is in place, which has been formulated through effective consultation arrangements and based on good baseline stock condition and housing needs information. There are positive outcomes for the users of housing advice services, the Disabled Facilities Grant service is effective and financially well supported and there has been a focus on avoiding the use of bed and breakfast accommodation for families.

What are the prospects for improvement to the service?

What is the service track record in delivering improvement?

- 126 The service track record in delivering improvement is an area where weaknesses outweigh strengths. The track record on delivering affordable housing is poor, there has been a lack of attention in dealing with poor hostel accommodation and there are long term planning issues restricting the deliverability of additional social housing for vulnerable clients groups.
- 127 There has been some sustained focus on ensuring that bed and breakfast is not used for families and officers within strategic housing have worked effectively to maintain a collective focus on housing issues post LSVT. This has resulted in some good small scale development of affordable housing.
- 128 There is a mixed picture of performance over the last three years on strategic housing related performance. The length of stay in hostel accommodation is getting worse and this remains a key challenge to the Council. However, there has been a successful focus on minimising the use of bed and breakfast, rates of homelessness applications are falling, there is little repeat homelessness, and there is rapid processing of homeless applications.
- 129 The Council faces long term challenges around planning issues, which are restricting the delivery of additional units of affordable housing. These challenges will require long term solutions, but the track record so far in addressing these concerns has not been effective. Outcomes for people in Bromsgrove seeking rented social housing are very limited with many larger houses for sale being developed at the expense of the social rented market.
- 130 There has been a poor track record on the delivery of affordable housing in the district. The outcomes of housing development in the last ten years has been substantial numbers of large detached general needs housing for sale, with little pro-activity on supporting the needs and aspirations of people requiring social housing for rent.
- 131 The Council does not have a good track record on delivering other housing option solutions to assist vulnerable people and those in temporary accommodation. For example, the lack of support for people over 25 years to access the private rented sector has been apparent for many years, and the pressure on the unsuitable hostel accommodation has been well known - however, neither of these areas have yet to receive a defined long term solution.
- 132 There has been an increased focus by the Council in providing accessible services. For example, the development and implementation of the customer service centre has been a success enabling users of Council services to have a 'one stop shop'. This ensures that users of all Council services have one point of contact where they can be signposted to a range of other services and obtain more joined up service provision.

- 133** The transfer of the Council owned housing stock through the Large Scale Voluntary Transfer (LSVT) process has been a success for the Council. It was clear that the Council, within its own financial constraints, could not ensure that the public sector housing stock could meet the Decent Homes Standard. Therefore it has been able to transfer the Council housing to BDHT which has a Business Plan that ensures that these needs will be met. This was a successful process at a time of considerable challenges to the Council, and officers within strategic housing played an effective role in ensuring that the transfer took place.
- 134** There has been effective work undertaken by officers within strategic housing to ensure that key housing issues remained on the Council's list of priorities once LSVT was completed. It is a positive feature that the strategic housing function was resourced to ensure good baseline information on both stock condition and needs analysis, and this has helped contribute towards the achievement of a fit for purpose housing strategy. This ensures that housing issues have a defined framework for delivery and provides clarity to external partners about the future direction of housing in Bromsgrove.
- 135** Staff in strategic housing have been effective and opportunistic in identifying and delivering on infill sites and garage sites, to help address the development of affordable housing in the district, They have been constrained by the moratorium that is in place on the development of larger sites of general needs housing where it would be accepted elsewhere that a proportion of properties would be social housing, and by the lack of leadership on this issue. Staff have therefore been pragmatic and innovative in helping to address needs in other ways. This has helped to increase the delivery of affordable housing.
- 136** There has been a sustained focus on bringing service user benefits over the last three years in some key areas. For example, homelessness presentations are reducing as a result of an increased focus on prevention, there has been no use of bed and breakfast for families, improved strategic plans and actions, and increased multi-agency working to address the needs of vulnerable people. This is showing an increasing focus within the Council on meeting the needs of all sectors of the community.
- 137** There has been a sustained focus in ensuring that financial commitment to homelessness prevention has been maintained through a challenging period for the Council. The Council funds most of the prevention work itself, with core funding of £71,000 per annum provided to the CAB, enhanced by £33,000 per annum specifically provided for the prevention service at the CAB. The remainder of preventative services are funded through the Council utilising the £42,000 ODPM homelessness grant. The Council has co-ordinated and lead the Homelessness Strategy steering group since its formation on 2000 and has built up a strong and widely representative group. This shows a commitment to the support needs of vulnerable people in the district.
- 138** The Council has been effective in improving its housing and Council tax benefits performance. This has an important link to the needs of vulnerable people or homeless applicants, and external partners were positive about the improvements in performance that have occurred, leading to better outcomes for vulnerable people in the district.

How well does the service manage performance?

- 139** Weaknesses outweigh strengths in the way in which the Council manages performance. There are overarching constraints that limit the ability of strategic housing services to operate effectively. The aims and priorities set in corporate plans are not yet fully embedded into service plans to improve the things that matter most to users and communities. Aims and future plans are not fully coordinated, robust and deliverable. There is a lack of a comprehensive performance management system linking corporate priorities through to individual plans, a lack of challenging targets and a lack of focus on delivering value for money. However, there are some strengths in the service. There is a good level of self awareness at officer level, a good use of consultation to feed into strategic plans and some good examples of learning taking place.
- 140** The Council is not providing a clear vision for the district to enable officers to work within agreed aims and priorities. For example, the Corporate Plan document lacks a focus on performance outturn and specific targets. There is no reference to aiming to be among the best 25 per cent and on affordable housing no target is set at all. This limits the ability of the Council to monitor progress against the corporate plan and to ensure that the best use of resources is made.
- 141** There is a lack of clear vision and challenging targets across the Council linking the content of the Housing strategy with other plans and strategies. For example, the targets contained in the housing strategy for affordable housing are not included as specific targets within the corporate plan. Another example is the lack of an agreed strategy with set timescales and milestones for the future of hostel accommodation which all stakeholders agree is unsuitable. This indicates that strategic housing are working in isolation from other parts of the Council. This lessens the effect that pro-active work undertaken during the development of the housing strategy has on meeting the needs of all sectors of the community in Bromsgrove.
- 142** There is a lack of a comprehensive performance management system linking corporate priorities through to departmental and individual plans. Performance management is undertaken within departments at too low a level to ensure an effective strategic approach. There are, for example, timing issues around the wholesale completion of Personal Development Reviews and their links with the corporate and service plans within the Council. This limits the effectiveness of performance monitoring and management arrangements.
- 143** There are some gaps in performance management within strategic housing. For example, there is a lack of effective reporting on the outturn of development of affordable housing, the performance on providing grants within the private sector housing strategy and the performance on DFGs. This limits the ability of the Council to identify trends and take action when under performance is apparent.

- 144 The Council has an over reliance on individual officers within strategic housing to ensure that there is a cohesive approach to meeting the priorities within the housing strategy. Officers are not fully supported by members in ensuring that there is a good linkage between departments in, for example, addressing the poor condition of hostel accommodation, or ensuring that all opportunities to provide affordable housing are responded to. This adds risk to the ability of the Council to emerge from intervention and to meet the emerging priorities from the housing strategy.
- 145 There has been a lack of focus on delivering effective strategic housing services as the focus of attention in the Council has been on meeting the expectations and challenges of the recovery plan. This has distracted attention away from issues outside that plan. This has been recognised by the Council and work put in hand to address this. For example, Officers have held members briefings, there have been presentations on strategic housing at the Council's performance management board and as a consequence the profile and priority given to housing has recently increased.
- 146 There are a lack of formal mechanisms to enable strategic housing and planning to jointly track and monitor the delivery of housing in the district. Whilst there are ad hoc discussions on specific schemes there is no established forum to systematically assess progress in delivering the housing required in the district. Although there is now some increased assessment and monitoring through the Council's performance board, this remains an area of weakness in assessing progress against targets in the housing strategy and in helping to balance the housing market in Bromsgrove.
- 147 There is a lack of focus on performing as well as the best local authorities. Plans are, in general not specific about setting targets that would bring the Council to the same level as top performers. For example, the Planning and Environmental Services Business Plan for 2006/07 does not contain any reference to how all other local authorities are performing and there are no comparative figures to determine how well strategic housing, or other services, are performing. This prevents there being a clear understanding about what needs to be improved and what is currently working well.
- 148 Existing plans and strategies do not contain appropriate consideration of value for money issues. For example, plans set out the overall cost of services and future budgetary provision, but lack a clear view about the balance of cost and quality of services being provided. There is a lack of specified outcomes for users of services and little consideration of alternative providers of services. This limits the effectiveness of the Council's approach to performance management, and prevents an adequate assessment of the impact of investment in individual elements of service delivery.
- 149 There has been limited involvement of user input in helping to shape service delivery in strategic housing. There is some feedback now being obtained from, for example, users of the DFG service, but this has yet to be fully embedded in the way in which service are delivered. Equally there is little feedback being obtained from people living in temporary accommodation about the things that are working well and those areas that are not.

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These are missed opportunities for the Council to ensure that services are meeting the needs and aspirations of users.

- 150 There are some gaps in ensuring that there is consistent and cohesive planning of strategic housing services between the Council, CAB, and BDHT. Whilst there is considerable officer interaction between the Council and individual partners, there are some barriers to effective communication between all three organisations. This is preventing their being a more seamless level of service delivery on the homelessness prevention and advice service.
- 151 There is a lack of learning among Councillors on strategic housing issues. Whilst Councillors are able to articulate the problems that the Council face, for example, in delivering additional units of affordable housing in a rural environment, they have not been pro-active in identifying or visiting other local authorities who have been successful in this area. Neither have they been instrumental in determining how other local authorities have responded to the provision of temporary accommodation for homeless people in an effective way. This shows a lack of innovation and a lack of leadership to strategic housing services.
- 152 The Council has a weak approach to informing service users and partners about performance on strategic housing issues. For example, the changes in the waiting list, the length of time that people are living in unsuitable temporary accommodation and the lack of affordable housing are issues that the Council does not well publicise. External partners, potential and actual service users are not well informed about the performance of the Council in relevant areas and this limits their ability to influence service delivery or to complain the Councillors about under performance.
- 153 The Council is not effectively monitoring the service standards that do exist. For example, there is no monitoring of waiting times at the customer service centre, or in responding to letters, or answering telephone calls. Customers are routinely redirected from the main Council offices to the customer service centre but it is not well controlled with an absence of signposting or a check on how many actually arrive there. This shows a lack of attention in providing an accessible service to users.
- 154 There are some gaps in monitoring of the performance of the CAB. For example, although some basic figures about the provision of advice and prevention services are provided these are not sufficiently specific to ensure that the CAB are meeting the requirements of the SLA. There is also a lack of ethnic monitoring on the service provided.
- 155 Performance management of the DFG process is not measuring or reporting on the whole customer experience. For example, figures are only showing the time taken to complete DFGs from the point of referral rather than the point of initial contact which would be more relevant to users. This prevents the Council from understanding the overall effectiveness on dealing with vulnerable older people, or people with disabilities.

- 156** Officers in strategic housing have a good level of self awareness about the strengths and weaknesses of the service. They are clear about where improvements are required and have put together service plans which seek to address areas of weakness and bring about continuous improvements. However, officers are working in isolation without fully effective support from Councillors in meeting the needs of all sectors of the community. This is restricting the ability of officers to implement improvements as they lack a mandate from Councillors, and lack confidence that Councillors will support them being innovative in addressing key weaknesses.
- 157** The Council has made good use of a mock inspection to determine the performance of homelessness services in the district. This work was undertaken by external consultants in 2005 and was paid for by BDHT. Critical issues were identified through this work, for example, the fragmentation of homelessness and advice service being located within a number of different offices, locations and organisations. The Council, BDHT and the CAB have responded effectively to the mock inspection by developing a joint action plan to make changes to ensure that service delivery is clearer and more cohesive. The Council has also made good use of the mock inspection report in developing its own service delivery action plan.
- 158** The Council is responding to the items contained within the mock inspection report. For example, it is now putting in additional contact arrangements and support in place for people in temporary accommodation. This will assist vulnerable people living in temporary accommodation to have a better understanding of how long they will have to remain, and access to better support services.
- 159** There has been a good use of consultation to inform strategic housing plans and the development of the housing and homelessness strategy. There has been wider ranging and extensive consultation which has enabled the Council to have a good cross section of views on what matters to the people of Bromsgrove. This has been used to a good effect to inform the housing strategy, and will ensure that key housing issues are addressed.
- 160** There are some good examples of where officers have been able to learn from other top performing local authorities. For example, officers have been involved in learning from Wychavon District Council on how innovation could be used in providing homelessness prevention services. This is helping to ensure that officers have a good understanding of what works well in other places, and has contributed towards planning for the production of the housing strategy.
- 161** There are some important initiatives due to be implemented shortly which will improve the support and prevention work of the Council. A new housing initiative officer post has been funded and will commence in April 2006. Plans are in place to provide, through joint funding with Supporting People services, a further floating support and prevention service for over 25 year olds and for people in temporary accommodation. This shows an increased emphasis on the needs of vulnerable people in Bromsgrove.

Does the service have the capacity to improve?

- 162** Overall this is an area where weaknesses outweigh strengths. There is a lack of leadership in taking difficult decisions on strategic housing matters, for example, on affordable housing and on the poor hostel accommodation. There is limited evidence of effective financial and human resource planning taking place, with staff capacity being limited in some key areas, like human resources and planning. There are some strengths in the service, for example, there are increased resources being devoted to strategic housing services, and officers have a good range of skills, experience and commitment to deliver effective services. The new leader is making a difference in resolving tensions between members and improving the relationship with officers.
- 163** There is a lack of strategic thinking and leadership at the highest levels in the Council. Officers working within strategic housing have not been provided with clear leadership, vision and support for some time. They have been working in isolation to address key housing issues in the district without an appropriate level of Councillor support. This has impacted upon their ability to deliver, for example, additional affordable housing or to address the poor condition of hostel accommodation.
- 164** Councillors are not playing a fully effective role in influencing regional housing issues. For example, there is little member involvement in the work being done to link strategic housing issues across the South Housing market area, involving neighbouring local authorities. This lack of pro-active involvement in influencing regional housing issues prevents particular issues relevant to the people of Bromsgrove being fully considered.
- 165** The Local Strategic Partnership (LSP) is not providing effective leadership, around the housing agenda, for the needs of all sectors of the community. There is very limited involvement of housing associations on the LSP, and what involvement does exist is at a lower operational level, and for example, the largest social landlord in the district, Bromsgrove and District Housing Trust, is not a part of the LSP. This is a missed opportunity for housing issues to play a substantive part of the LSP and for the needs of vulnerable groups in the district to be adequately represented.
- 166** The Council is collectively too inwardly focussed and this is preventing improvements to service delivery taking place in some areas. The recent focus of attention has been on 'recovery' from intervention by the ODPM. Whilst this is entirely understandable, this has led to the Council being introspective, and there have been other impacts on service delivery. Officers are reluctant to bring forward suggestions about what is working well in other places, and are hesitant about taking forward ideas about service improvements. This is preventing better service delivery improvements being out into place.

- 167 The Council has a system of Personal Development Reviews in place that attempt to link individual and corporate targets into service plans. Within strategic housing these have been completed for all staff, however, this is not the case across the whole Council, where around 60 per cent have been completed. This limits the cohesive nature of performance management and monitoring and prevents senior officers from ensuring that there is a good framework of plans in place where departments are reliant on one another.
- 168 There are some capacity issues in key areas of operation to support strategic housing services. For example, there has been a lack of workforce planning, and substantive changes to structure as the Council seeks to implement the recovery plan. During this the last year there has been a lack of capacity in the HR function to support staff and there is also a lack of capacity in the planning function which is limiting the ability of the Council to effectively address gaps in planning guidance and taking a more strategic approach to housing and planning issues.
- 169 The Council has limited capacity in the planning function, at this stage, to work collaboratively with strategic housing services to address long term issues like affordable housing. The effect of the current moratorium on the development of larger sites is having a substantive effect on the lack of opportunities to develop affordable housing in the district. The solution to this will require long term and effective planning support and input.
- 170 The Council does not yet have a robust, modern approach to procurement to ensure that it is achieving effective value for money. There are some positive recent additions to capacity in this area and a new procurement strategy is in draft form, but this has yet to be embedded into the Council's overall means of service delivery. Strategic housing services have maintained a good collaborative working relationship with key external partners, but this has not been within a set Council wide framework of effective procurement.
- 171 Officers within strategic housing have maintained a focus on improvement in difficult and challenging circumstances. They have used limited capacity to ensure that strategic housing issues have remained on the Council's agendas. As a result of this they have been able to convince Councillors of the need to strengthen the capacity of the service and three new posts have been agreed within the strategic housing function. This will enable officers to provide a greater strategic focus on the delivery of affordable housing, support for people in temporary accommodation and build on the current housing strategy to be more innovative in delivering housing solutions.
- 172 The officers within strategic housing have a good range of skills, experience and commitment to deliver effective services and continuous improvement. This was self evident in the quality of analysis and information provided within the self assessment and the successful development of a fit for purpose housing strategy.
- 173 The Council has been through some challenging times, with considerable staff turnover and changes to structure. It is therefore positive that current staff are maintaining low sickness levels. Sickness absence is running at around three per cent. This is ensuring that the Council has sufficient capacity in key areas to maintain service provision whilst new structures are embedded.

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- 174 There have been some substantial improvements in the relationship between members and officers over the last six months. It is clear that the new Leader of the Council is making an impact on improving member/member and member/officer relations, but there are still some areas that are seen as being barriers to further improvement.
- 175 The Council have been successful in attracting some small scale inward investment to support improvements in service. For example, some funding has been obtained from the ODPM to support homelessness prevention work, and BDHT have been supportive in paying for the mock inspection of homelessness services, and in jointly funding the out-of-hours homelessness service. This is helping the Council to maximise service delivery to vulnerable people in the district.

Summary

- 176 The Council has 'uncertain' prospects for improvement. There is a lack of overall leadership for strategic housing services, with a reluctance to take a more pro-active stance of the delivery of affordable housing in the district. There is a lack of effective leadership on the diversity agenda with an absence of policy and plans to support service delivery to all sectors of the community, and the existing corporate plan does not support and link to the aims and priorities in the housing strategy. The Council's track record on bringing forward improvements in service for Homeless households is weak, with an absence of strategy for the future of hostel accommodation. There is a lack of an overarching performance management system that is embedded into the Council to link corporate priorities through to service and individual plans.
- 177 There are some strengths in the Councils approach to improvements. Strategic housing officers have a good range of skills, experience and commitment to the delivery of effective services, and has worked well to ensure that strategic housing services have remained a priority for the Council post LSVT. The production of a clear fit for purpose housing strategy is positive, with some good examples of learning and self awareness being evident. Additional financial resources should mean that the service will have enhanced capacity to do more in the future.

Appendix 1 – Performance indicators

Table 2 Performance Indicators - Bromsgrove District Council

Indicator	2003/04	2004/05 target	2004/05 actual	2005/06 target	2005/06 current performance	Status of current performance
BV 183A Stay in B&B	0 weeks	3 weeks	1 weeks	0 weeks	0 weeks	Improving
Bv183b Stay in Hostels	9.28 weeks	6 weeks	8.61 weeks	8 weeks	18 weeks	Declining
BV202 Rough sleepers	0	Less than 10	0	Less than 10	0	Same
BV203 % change in average no of families in TA	n/a	Minus 12%	Minus 5.23%	Minus 3%	Up by 31%	Declining
BV213 Advice resolving situation	n/a	n/a	n/a			
BV214 Proportion of Statutory homeless accepted within last two years	n/a	n/a	n/a	3%	3.3%	On target
BV 64 Long term empties returned to use	3	3	3	3	3	On target

Appendix 2 – Documents reviewed

- 1 Before going on-site and during our visit, we reviewed various documents that were provided for us. These included:
 - BDC Progress Assessment report issued by the Audit Commission - December 2005;
 - Housing needs study report – 2004;
 - Housing strategy 2006-2011;
 - BDC Service Business Plan 2006-2007 - Planning and environment services;
 - 2004 Private sector stock condition survey;
 - homeless service action plan;
 - Bromsgrove homelessness services - mock inspection report;
 - corporate recovery plan;
 - equal opportunities policy;
 - procurement strategy;
 - homelessness strategy;
 - housing agency service level agreements; and
 - community plan.

Appendix 3 – Reality checks undertaken

- 1 When we went on site we carried out a number of different checks, building on the work described above, in order to get a full picture of how good the service is. These on-site reality checks were designed to gather evidence about what it is like to use the service and to see how well it works. Our reality checks included:
 - tour of the district in conjunction with officers of the Council;
 - visit to Citizens Advice Bureau offices;
 - visit to Bromsgrove and District Housing Trust offices;
 - visit to homeless hostel and bed and breakfast establishment;
 - visit to the Hub customer service centre;
 - visit to Bromsgrove Tourist Information Centre;
 - inspected main reception at Council offices; and
 - telephone interviews with users of CAB service.

STRATEGIC HOUSING INSPECTION - ACTION PLAN

KEY RECOMMENDATION R1						
Develop a specific, measurable, achievable, resources and time bound (SMART) action plan to address all weaknesses identified in the inspection report and ensure that progress is regularly monitored and reported corporately.						
Proposed Outcome –						
<ul style="list-style-type: none"> Ongoing improvement and progress against all weaknesses identified. 						
CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments¹
Develop and approve an action plan to address all weaknesses, corporate and service specific.	05 Aug 06	Agreed by Cabinet.	P. Street	BDHT	CMT	Status – Green Action Plan completed
AC & PS to examine all weaknesses and key recommendations.	Aug 06	Agree action plan by Cabinet Aug 06	P. Street			Status – Green Action completed
Develop a quarterly performance report on the action plan to Performance Management Board.	17 Nov 06	Reported to PMB.	P. Street	BDHT	Housing Team	Status Green Action completed
From the corporate weaknesses identified, cascade down to each Head of Service and manager a standardised approach to ensure that the weaknesses are addressed within each service area business plan.	30 Jun 06	New draft improvement plan agreed	H. Bennet	WMBC	CMT	Status - Green 2.8.06 Cabinet approval of Corp Improvement Plan incorporating Strat Hsg actions.
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Deliver on the strategic Housing actions set out below.	May 07	Meeting with inspectors on June 2nd	P. Street	BDC BDHT CAB WEEAC NWC&RA		

KEY RECOMMENDATION R2

Strengthen the focus on providing effective access and customer care by:

- Introducing, publishing and monitoring service standards in conjunction with customers.
- Establishing systems to gather regular feedback from customers and use this information to inform service development.
- Ensuring that effective monitoring arrangements are in place covering externalised services.

Proposed Outcome -

- Delivery of services in accordance with customer needs
- Increased engagement by customers and increased customer satisfaction
- Greater transparency in the provision of services

Target completion – December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Introduce Customer First Strategy and raise staff awareness	On-going	As per Customer First Strategic Action Plan	H. Bennett	N/a	Customer First Officer	
Complete staff training on Customer care	30 Nov. 06	All staff trained.	H. Parkinson	Sandstone	Training budget.	
Head of Service / Manager training on imbedding principles of Customer First in each departments BP and service.	30 Sep. 06	Training completed.	H. Bennett	Simon Haslem	Capacity Fund	
Issue clear guidelines to departmental managers upon how to develop individual departmental service standards AND consult with their client groups relevant to the services in developing these standards.	31 Aug. 06	Guidance and templates for business plans issued.	H. Bennett	N/a	Corporate Communications, Policy and Performance Team.	
Develop training for new staff and reminder training for existing staff.	30 Sep. 07	Wave 2 training completed.	H. Parkinson	TBD	£25,000 training budget bit.	
Establish system of gathering customer / officer / partner organisation views for each client group that is inclusive and monitor the diversity of customers responding.	31 Jul. 06	Customer Panel contract established.	H. Bennett	TBD by tender.	£25,000 budget.	
Publicity and launch of Customer First <ul style="list-style-type: none"> • Pamphlet • Poster • Complaints procedure 	31 Aug 06 30 Sep. 06	Vision agreed at June Cabinet. System in place.	H. Bennett R. Horton	N/a By tender.	N/a £3,000	
Monitor implementation of Customer First, assess customer stakeholder / partner views and feed back into implementation process.	31 Dec. 06	First survey completed.	H. Bennett	TBC via tender.	£25,000 budget.	
Analyse responses to ensure monitoring is representative	The contract will ensure the Customer Panel is representative.					
Appoint a HUB employee to have responsibility for monitoring all leaflets that are to be on display, monitor stock and re-order as appropriate.						

Review image/marketing of Council.	31 Dec.06	Brand agreed and action plan to deliver in place.	H. Bennett	I&DeA	To be identified as part of review.	
Review signposting at HUB and other facilities and ensure adequate training and maps are provided to staff in respect of directing the public to other services.	Completed					Stratus - Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Investigate and fully understand Corporate Strategy (Customer First) and Action Plan	July 06	Corporate dissemination of strategy. Strategic Hsg Team Review meeting.	AC JB JR AG	NONE	N/A	Status - Green
Completion of Customer Service Training by all Strategic Housing and Planning Officers	Dec 06	All officers trained.	H P	N/A	Budgeted	
Develop a suite of Strategic Housing Customer Questionnaires / feedback forms specific to our services to assess customer views and priorities for improvement after accessing the following services: DFG's Discretionary Grants Mandatory Licensing Empty Homes Landlords forum Caravan site occupants Energy Efficiency Following Homelessness Decision At end of occupation of temp accom Housing Advice / prevention. Housing in new developments.	Sept 06	Forms in draft form by end of August.	AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Survey customers of: <ul style="list-style-type: none"> Homelessness service Grants service Enforcement Housing Advice New housing developments Empty homes/ initiatives 	Sept 06	Agreed customer questionnaires by end August.	AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Develop draft Strategic Housing customer service standards.	November 06	Standards agreed as part of service business plan.	AC		Existing staff	
Gather and analyse customer service standards of external organisations providing services on our behalf: BDHT CAB NWC&RA WEEAC	September 06		AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	

Baseline / BYHF						
Meet with each external service provider and compare their service standards with the draft Strategic Housing standards to identify and remedy any shortfall and develop an agreed approach.	December 06	Completion of customer consultation	AC JR JB AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Produce a pamphlet setting out: <ul style="list-style-type: none"> o Strategic Housing Services o Who does what o Customer service standards for each element of the service o Complaints & appeals procedure o Comments & feedback 	December 06	Draft document by October 2006	AG	OT's BDHT CAB NWC&RA WEEAC Basement	Feedback cost of free postage	
Disseminate pamphlets to all external service providers, HUB, Baseline, Libraries, Drs Surgeries and hospital.	December 06	Production of full range of pamphlets	Strategic Housing Team		Existing staff	
Review website to ensure service standards are published and up to date and include customer enquiry and feedback opportunities.	November 06	Agreement of service standards	AG		Existing staff	
Further develop key indicators with BDHT, CAB and WEEAC & NWC&RA on accessibility of service.	November 06	Consultation with partner organisations	Strategic Housing Team	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Develop clear and specific information for applicants on the DFG prioritization scheme in place.	November 06	Production of draft leaflet for consultation by October.	J.R		Existing staff	

KEY RECOMMENDATION R3

Strengthen the corporate approach to diversity by:

- Developing training for front line staff in dealing with people for whom English is not a first language;
- Ensuring that all Councillors receive diversity training;
- Complete diversity and equality impact assessments in the establishment of all plans and strategies;
- Ensure that translation strap lines are included in all leaflets to indicate their availability in other languages and formats; and
- Display prominent posters indicating the provision of interpreting and translation services at all access points.

Proposed Outcome -

- Demonstration of community leadership and to be able to demonstrate that services are being delivered equitably and sensitively;
- Compliance with legislation and positive practice; and
- Increased customer satisfaction from all members of the community.

Target Completion - December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Equalities and Diversity to form an explicit part of the values, key priorities, objectives and vision in the new Council Plan.	Launch of All Inclusive Equalities Scheme by September 2006	Legal Officers to be included in the business planning process to ensure that E and D is being fed into Service Plans.	C. Felton	Ethnic Access Link Equalities and Diversity Forum Disability Access Group Scope Theatre In WREG Worc. Rave Equality Council WEG	None	
Provide and complete training for all front line staff on how to deal with people for whom English is not a first language.	Completed and ongoing	Reviewing and evaluating the effectiveness of the service	Claire Felton	Ethnic Access Link E and D forum	None	Status - Green
Develop training for new staff and reminder training for existing staff.	Continuous	Reviewing and evaluating the service	Claire Felton	Ethnic Access Link E and D forum	None	
Write a procedure for all front line staff to follow in dealing with language, cultural, disability, behavioural and other diversity issues.	Guidance written and distributed for clients with language needs.	Ethnic Link service launched mid June	Claire Felton	Theatre in Scope	None	

	Disability guidance to be made available by the end of the year in line with new disability standards Cultural and behavioural awareness training provided by Theatre in – further training scheduled			Disability Access Group E and D Forum Equalities Champions		
HUB to record diversity of customers	All inclusive Equalities Scheme will include action points on redressing this problem	Corporate data collation in respect of Diversity and effective monitoring of same.	Claire Felton	All service departments	None	
Complete diversity training for all councillors.	All training has been offered to members					
Include diversity in Induction Training and policy for all new staff and councillors.	Ongoing	All inclusive Equalities Scheme	Training Officer and HR and OD			
Corporate investigation and consideration of training needs upon making equality and diversity a fundamental foundation in the development of all plans and strategies.	Sept 2006	Launch of All Inclusive Equalities Scheme by September 2006	C.Felton			
Analysis of all leaflets and publications issued by the Council and development of a corporate image and standard within which translation strap lines become a standardised feature.	In hand	Current project to redesign letter head including "signpost"				
Display posters indicating the provision of interpreting and translation services at all access points.	Completed					Status – Green Action completed
Review audit and complete work to access of buildings required to meet the Disability Discrimination Act 1995	December 2006	To ensure all public buildings are accessible to people with disabilities	Facilities Manager		Staffing	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Identify whether partner agencies receive diversity training if not explore the possibility of offering the in house diversity training to partners or encourage them to access training independently.	Sept 06	Meetings with partner agencies completed.	AG / JD	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Receive and analyse diversity breakdown (quarterly) of customers accessing strategic housing services through: BDHT, CAB, WEEAC,	Oct 06	Meetings with partner agencies to agree reporting	AC	OT's BDHT CAB	Existing staff	

NWC&RA		format.		NWC&RA WEEAC Basement		
Review all existing BDC strategic Housing documents, pamphlets and application forms to ensure language strap lines are included on all documentation.	August 06		JB JR		Existing staff	
Record all Strategic Housing Pamphlets on to a CD	Oct 06	Investigate companies to carry out work and Steve Wetherall to design sleeve.	JD		Existing staff	
Review all existing external providers documents, pamphlets and application forms to ensure language strap lines are included on all documentation.	August 06		JB JR	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	
Develop an increased focus on ensuring that domestic violence services are working well and develop plans to provide additional support, commitment and resources to these services.	August 06	Re-modelling of Gateway Refuge and provision of enhanced floating support services for DV. Report to Cabinet August 06.	AC	Stoneham HA Supporting People BDHT	Existing staff	

KEY RECOMMENDATION R4

Improve the approach towards value for money by:

- Setting out a clear corporate strategy on providing value for money;
- Ensuring that service heads have access to good quality information about the costs of service, across all areas;
- Comparing costs with other service providers and ensuring that this information is routinely reported and shared with external partners.

Proposed Outcome -

- To ensure that resources are used more effectively and efficiently;
- To provide better options for service delivery, leading to improved outcomes for service users;
- The delivery of demonstrably effective, value for money services which provided a balance of cost and quality.

Target Completion – December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Develop a value for money strategy that Heads of Service follow in order to demonstrate that the Council is providing value for money.	Sept 06	Strategy agreed by Executive Board	KD/JP	N/A		
Incorporate within the business planning process (incorporating budget process) a VFM framework (requirement to investigate VFM of key service areas) – using wherever possible the 'VfM Profiles' report and web-based tool.	Sept 06	Business planning process reviewed	HB/KD	N/A	Existing staff	
Training on VFM strategy and framework and revised business planning process	Oct 06	Training provided	HB/KD/JP	N/A		
Heads of Service to demonstrate Value For Money as part of business planning process	Dec 06	Business plans	HOS	N/A	Existing staff	
Set up a corporate wide VFM annual performance report to the Performance Monitoring Board that advises upon the Councils progress and VFM against key measures in each department. This to incorporate the Annual Efficiency Statement	Dec 06	Performance Report	KD/JP	N/A		
Deliver procurement training on how to achieve VFM and demonstrate duty of care (EU rules) – included in procurement strategy and manual (under development)	Dec 06	Training provided	JP	N/A		
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Supply key information on strategic Housing services (with regard to VFM) as part of business planning process on:	a) Oct 06	Service Business Plan	DH / AC	OT's BDHT CAB NWC&RA WEEAC	Existing staff	
a) Homelessness, Housing Advice and Housing	b) Dec 06					

Register				Basement		
b) Private Sector Housing Services						
Revise and adjust Strategic Housing Services as appropriate in response to the findings of the assessment carried out	Ongoing	Service Business Plan	AC / JB	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	

KEY RECOMMENDATION R5

Strengthen the approach to providing effective performance management by ensuring that:

- Individual personal development plans are completed within a set timescale linked to the development of corporate and service plans;
- A consistent reporting framework of both local and national performance indicators is established;
- Training needs against the service objectives are established on a regular basis and training is delivered.

Proposed Outcome -

- Enable weaknesses within service delivery to be identified at an early stage;
- Engage all staff in having common objectives for the Council's priorities; and
- Deliver a more effective strategic housing service.

Target Completion – December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Develop Council Plan 2007 – 2010 supported by Council Improvement Plan, service business plans, team action plans and PDRs.	31 Dec.06	Council Plan, Service Business Plans, team action plans and PDRs completed.	H. Bennett	N/a	All managers.	
Action to bring PDR's in all departments up to date and meet identified deadlines in future.	31 Dec. 06	Monitoring on an individual manager basis.	J. Pitman	N/a	HR and all managers	
Review Top 45 PIs to reflect Council priorities.	15 Aug. 06	New set updated and reported to PMB.	H. Bennett	N/a	CMT	
Policy Officer to benchmark all of the Council's services with appropriate authorities (using VfM profile tool) and provide managers with clear and	Dec 06	Areas of focus identified.	Policy Officer	N/A		

consistent guidance on setting appropriate targets. Thus enabling the Council, through supply of consistent information, to reach a balanced understanding of the resources required to achieve continuous improvement towards top quartile performance.						
Increase focus on performing as well as the best local authorities and make plans more specific about setting targets that would bring the Council to the same level as top performers.						
Develop effective monitoring of the service standards that do exist including waiting times at the customer service centre, in responding to letters, and answering telephone calls.	November 2006	Produce statistics that feed into the quarterly PMB report	DP/RH		Existing staff	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Carry out a 6 monthly review of all Strategic Housing PDR's	July 06	Existing PDRs reviewed and new staff induction PDR's.	AC		Existing staff	
Supply national and local PI's collated for all strategic housing services.	Quarterly		JB		Existing staff	
Update the training needs of Strategic Housing staff as part of 6 monthly PDR review.	6 monthly		AC		Existing staff	
Develop annual monitoring report to Performance Management Board upon the management performance of BDHT and progress in meeting promises to their tenants.	Sept 2006		AC JB	BDHT	Staff	
Strengthen the performance management within Strategic Housing where there is a lack of effective reporting on issues such as - the outturn of development of affordable housing, the performance on providing grants within the private sector housing Strategy. Measure and report on the whole customer experience Re DFG's showing the time taken to complete DFGs from the point of initial contact.	November 2006	Quarterly report to Performance Board on Hsg Strategy Action Plan commencing Oct 06	AC, JR	OT's NWC&RA BDHT	Existing staff	
Develop a formal mechanism to enable Strategic Housing and Planning to jointly track and monitor the delivery of housing in the district.	November 2006	Monthly meetings between Head of Service for Planning & Environment / Corp Director with Portfolio Holder to ensure he is up to speed with regional housing issues and becomes an	AC / DH / PS		Existing staff	

		Affordable Housing Champion.				
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KEY RECOMMENDATION R6

Improving leadership and support for strategic housing and addressing the needs of vulnerable people by...

- Ensuring that members play a more prominent and pro-active role in influencing regional housing issues;
- Ensure that members are fully involved in developing a strategy for the future of hostel and temporary accommodation in the district;
- Reconsidering the effect of the planning moratorium of the delivery of affordable housing; and
- Working in a more focussed way with officers in seeking to redress the imbalance in the housing market.

Proposed Outcome –

- Better outcomes for people living in temporary accommodation;
- Clearer partnership working with external stakeholders, set on a firm vision for housing in the district; and
- Improved delivery of affordable housing.

Target Completion – March 2007

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Complete consultation and implementation of Supplementary Planning Documents on Affordable Housing and Managing Housing Supply to enable members to become more actively involved.	Feb 07		DH		Staff recruitment issues	
CEO of BDHT to become member of the newly revised LSP Board to raise affordable housing agenda from major RSL aspect.	Achieved					
Monthly meetings between Head of Service for Planning & Environment / Corp Director with Portfolio Holder to ensure he is up to speed with regional housing issues and becomes an Affordable Housing Champion.	August 2006	Agreed schedule of meetings	PS		Existing staff	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Develop the existing Housing Strategy Officer Steering Group to include Member representation to address key issues: <ul style="list-style-type: none"> • Hostel re-modelling • Planning Moratorium • Balancing Housing Market 	Ongoing	First meeting by Mid September	AC	BDHT WEEAC CAB Baseline NWCRA	Existing Staff	

Develop a Strategic Housing Roadshow to provide District and Parish Council Member training including "Understanding and raising the profile of affordable housing", new initiatives, homelessness and private sector housing and Lifeline.	Ongoing Develop a programme of visits to PC's by October	1 st DC presentation completed March 06. Stoke PC carried out May 06..	Strategic Housing Team	BDHT CAB Baseline	Existing Staff	
Progress Hostel de-commissioning / re-modelling strategy for hostels and submit to Cabinet.	Sept 06	Mothballing Wythall Hostel.	AC PS	BDHT	Capital funding Impact on B&B?	
Arrange 'learning from others' visit for Members to other local authorities.	Oct 06	Good practice identified and agreement on changes at BDC	AC PS	TBD	Housing Team	

ADDITIONAL ACTIONS IDENTIFIED FROM THE FULL REPORT OF THE AUDIT COMMISSION

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Address the capacity issues within the Planning Department	Ongoing		DH		Staff recruitment issues	
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
Develop clear written guidance to support the planning function on the type, quality and layout of affordable and other social housing being developed in the district	Summer 2007		DH		Staff recruitment issues	
BDC to continue to work in partnership with BDHT, CAB and Baseline, other RSL.s to reduce use of temporary accommodation for homeless families	On going	Reduced reliance on hostel accommodation and reduction in time spent in temp accommodation. Target one hostel de- commissioned by Nov 06. Introduction of	A.Coel	BDC/BDHT	LA Grant. Staff Time.	

		<p>new floating support / prevention scheme by Nov 06.</p> <p>Maximised use of nomination rights to target homeless.</p>				
Monitor levels and reasons for homelessness reported by CAB and BDHT to improve prevention services.	Quarterly	<p>Better understanding of Homelessness.</p> <p>Reduced use of temporary accommodation.</p>	JB	BDC/CAB/BDHT	Staff Time	
Investigate provision of a freephone service for homeless applicants to access BDHT and out of hours service.	October 2006	<p>Budget consideration by Jan 2007.</p> <p>Introduce interim call back policy by July 06.</p>	JB		Existing Staff	
Re submit budget bid for funding support for the post of County Rural Housing Enabler.	Autumn 2007	<p>Budget consideration Jan 2008.</p> <p>Interim financial support is provided by BDHT.</p>	AC		Existing Staff	
Fully investigate the benefits of implementing a private sector leasing scheme for Bromsgrove whereby the Council or an RSL provides a defined management service to private landlords in return for the use of private rented properties to be used to meet the Council's nominees.	January 2007	Report for officer / member consideration.	JD		Existing Staff	
Review and strengthen the SLA for Hostel management with greater specification of number of management visits.	September 2006	Improved management regime, supplemented by already implemented higher degree of monitoring / visits by Strategic Housing Staff.	JB AC	BDHT	Existing Staff	

Develop and implement a Rent Deposit / private tenancy scheme for over 25's.	November 2006	Commencement of new Housing Initiatives Officer. Cabinet report to Members by Oct 06	JD	Baseline CAB BDHT	Existing Staff Funding - £10k pa	
Enhance the RSL property data base and monitoring of nomination rights and negotiate higher levels where possible.	October 2006	Improved feedback information through the HIP information gathering process.	AG	All RSL's	Existing Staff	
Re-submit a bid for provision of a Homelessness 'Spend To Save' Scheme (previously turned down in 06/07 budget process)	October 2006	Cabinet report for consideration by Sept 2006.	JB AC		Existing Staff Funding £5k - £10k pa	
Review and examine the use of Discretionary Housing Benefit Payments to prevent homelessness.	September 2006	Presentation from Coventry CC. July 31 st 2006. Cross departmental panel to consider cases.	AC, PS		Existing Staff	
Address the lack of written protocols in place at BDHT for joint working with external advice and support agencies in the provision of homelessness services.	December 2006	County Homelessness Officers Group approved protocols (when completed) to be considered for adoption by BDC/BDHT.	JB AC	BDHT	Existing Staff	
Licence all HMO's that require mandatory licensing to comply with new legislation.	Ongoing	Targets of initial application to production of Licence – 3 weeks. Any subsequent applications – 2 weeks.	JR, KSF		Existing Staff	

<p>Agree schedule of regular review meetings with NWC&RA to monitor annual spend against budgets for DFG and Discretionary Grants.</p>	<p>July 2006</p>	<p>Improved spend against grant budgets.</p>	<p>JR</p>	<p>NWC&RA</p>	<p>Existing Staff</p>	
<p>Identify empty homes and work to achieve increased usage and performance against BVPI 64.</p>	<p>Ongoing</p>	<p>Commencement of duties of the Housing Initiatives Officer.</p>	<p>JD</p>			

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

18th August 2006

PROCUREMENT UPDATE

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

- 1.1 To update members on the efficiencies achieved by the procurement team and the current projects that are being undertaken.

2. RECOMMENDATION

- 2.1 The Board is requested to note the update.

3. BACKGROUND

- 3.1 The procurement team was set up as part of the recovery plan as it was recognised that Bromsgrove District Council did not have clear and effective procurement policies and procedures.
- 3.2 A joint working arrangement was agreed with Worcester City Council with effect from 1st December 2005. The contract between the City Council and Bromsgrove secured support from the City Council procurement manager for 2 days per week and a full time procurement officer to drive forward the improvements within Bromsgrove District Council. The agreement was to be reviewed on an annual basis.
- 3.3 The review of the medium term financial plan and preparation of the budget for 2006/07 included an efficiency target of £80k that could be achieved with a focus on delivery of improved procurement practices. The cost of the joint working arrangement was £40k and it was approved that the cost would be funded by the savings made.
- 3.4 The procurement manager started working with the Council on 1st December 2005 and the services of the officer were secured on 1st February.
- 3.5 The procurement improvements will support the demonstration that the Council is looking to provide value for money in our service provision by being more transparent in our procurement activities.
- 3.6 Regular updates have been produced by the Procurement Team to advise staff of the activities and new policies in place

4. UPDATE

4.1 The team have been negotiating improvements to contract terms and conditions to demonstrate transparency in procurement and value for money.

4.2 The cashable savings to the Council are currently £43,000. It was not anticipated that the target of £80k would be achieved in equal periods over the year and therefore the current £43k reflects the cashable efficiencies generated to date. The prediction for 2006/07 remains at £80k to reflect the future savings.

4.3 There are a number of other projects that are in progress including;

- Negotiated participation in the County contract for Clerical/Administrative temporary staff – estimated saving of 10% on current rates paid
- Further opportunity for Income generation through sponsorship of Roundabouts and other land sites within the District
- Ongoing savings with WMS – estimated at £4k per month
- Supported the procurement procedures for:
 - Contract for Collection Abandoned Vehicles
 - Contracts for Trade Refuse Collection vehicle & other depot vehicle requirements
 - Amphlett Hall Refurbishment
 - Consultancy contract for Resident Survey
 - IT – Least Cost Routing
 - Contract for Electronic Order Processing
 - IT - Broadband
- Assisting in finalising choice of preferred supplier for the first phase of a print solutions contract (excluding print room facility) anticipated savings
- Ensuring the Council benefits from the best rates available in respect of utility costs
- Authoring and preparing suite of documents for the new Website
- Staff training on how to utilise the new GPC cards
- Production of a 'Procurement Manual' for use by staff

The contracts for the up rated Cash Collections Service is to be awarded in early September 2006 also a revised contract for the Car Park Coin Collection, Counting and banking service, both of which will accrue either tangible and efficiency savings over the previous arrangements

4.4 Discussions and collaborative efforts are ongoing between the procurement team and other districts in the County to secure further joint working arrangements. The contract to provide support to Wychavon was accepted by their members and is now operative with support being given in connection with OJEU contracts to be let up to and including 2008 for Waste Collection, Street cleaning, Public Convenience Cleaning and Grounds Maintenance. In addition support is being given in the arrangement of revenue contracts which will further strengthen the collaborative efforts with consequential cost and efficiency savings for Bromsgrove District Council. These will be quantified and reported on separately month by month

7. Financial Implications

7.1 None outside existing budgets.

8. Legal Implications

8.1 None.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MONITORING BOARD

18th AUGUST 2006

OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1 SUMMARY

- 1.1 The purpose of this report is to inform Performance Management Board of;
- 1.2 the financial outturn position of the Revenue budget with comparison between actual spend and budget for the financial year 2005/06 and
- 1.3 the outturn position on capital schemes and the capitalisation direction and to present the capital outturn statements with the variances on all capital schemes as at the end of financial year 2005/06. Expenditure has been compared to the estimated outturn for 2005/06 which comprises the Original Capital Budget as approved by Executive Cabinet, budgets carried forward from 2004/05, and additions as approved by Executive Cabinet and the resources made available under the capitalisation direction.
- 1.4 It should be noted that the amounts contained within this report are still subject to audit and may therefore change.

2 RECOMMENDATIONS

- 2.1 It is recommended that:
 - 2.1.1 the net revenue outturn position of £9.747 million against the Budget of £9.561 million be noted;
 - 2.1.2 The use of reserves and balances be noted and approval for use be requested from Executive Cabinet
 - 2.1.3 the capital underspend of £2.065 million against the Estimated Outturn Capital Programme for the year 2005/06 be noted;
 - 2.1.4 the progress made on capital schemes in the year 2005/06 be noted and budget carry forwards totalling £1.655 million be requested for approval by Executive Cabinet
 - 2.1.5 that the total expenditure of £1.571 million made available under the capitalisation direction be noted.

3 BACKGROUND

3.1 Revenue Budget 2005/06

- 3.1.1 On 1st March 2005 Council approved a Revenue budget of £11.298m relating to the cost of General Fund Services. An increase of £682k was made to the budget in respect of capital charges for depot vehicles and plant.
- 3.1.2 In addition to this expenditure an income budget of £1.136m on interest on investments was included.
- 3.1.3 As part of the medium term financial plan there were savings identified of £1.640m and financial pressures of £1.372m that were included in the budget for 2005/06. From September 2005 monthly monitoring reports were prepared and circulated to Heads of Service for consideration and review and that any issues are addressed in a timely manner. Financial monitoring Reports were also presented to Executive Cabinet and Performance Monitoring Board on 30th November 2005 and 22nd March 2006 respectively.

3.2 Capital Programme 2005/06

- 3.2.1 On 1st March 2005 Council approved the original Capital Programme for 2005/06 totalling £4.409m.
- 3.2.2 During 2005/06 Executive Cabinet has approved various additional capital schemes which have subsequently been added to the capital programme. During the budget process for 2006/07 other changes have also been made to the capital programme and the total capital budget for 2005/06 now totals £6.365m. Full details of new schemes and other changes are shown in **Appendix J**
- 3.2.3 The estimated Outturn Capital Budget for 2005/06, including all capital schemes and the funds made available under the capitalisation direction, now stands at £8.365m. The details of each project are included in **Appendix K**.
- 3.2.4 **Appendix L** shows the requests for slippage of funds required for capital projects that have not been fully implemented during 2005/06. The reasons for carry forward requests include; awaiting delivery of refuse vehicles, the issues with finding land for RSLs to build social housing and the full implementation of the ICT infrastructure project.
- 3.2.5 Capital monitoring statements are prepared on a monthly basis and circulated to budget holders and senior management to show the progress on each scheme for the year to date. The statements also include a summary as to the latest position for the Council as a whole and allows any corrective action which may be required to bring the programme back onto track to be taken.
- 3.2.6 It has also been agreed that Performance Management Board be informed on a quarterly basis of the latest monitoring position on the 2006/07 Capital Programme.

4. REVENUE OUTFURN POSITION 2005/06 – Service Areas

4.1 The financial position for the revenue services for the financial year 2005/06 shows an overspend of £356k. The summary by Service Area is shown at **Table 1** below with further detail at **Appendices A to I**. The figures exclude capital charges to enable a direct comparison to expenditure.

Table 1

Service Department	Approved Budget 2005/06 £000	Exclude Capital Charges Budgets 2005/06 £000	Direct Expenditure/Income Budgets 2005/06 £000	Direct Expenditure/Income Actual 2005/06 £000	Variance Budget to Actual Outturn 2005/06 £000
Corporate Services	609	-33	576	657	81
Culture and Community Services	1,574	-278	1,294	1,362	68
E-Government and Customer Services	1,031	0	1,031	1,049	18
Financial Services	1,761	-9	1,752	1,667	-85
Legal and Democratic Services	1,563	-207	1,356	1,375	19
Organisational Development and Human Resources	465	0	465	409	-56
Planning and Environment Services	1,261	-21	1,240	1,156	-84
Street Scene and Waste Management Services	3,568	-778	2,790	3,185	395
TOTAL SERVICES	11,830	-1,326	10,504	10,860	356
Interest on Investments	-1,136		-1,136	-1,392	-256
TOTAL GENERAL FUND	10,696	-1,326	9,370	9,468	100

4.2 VARIATIONS

4.2.1 The main reasons for the variations are:

4.2.2 Corporate Services – £81K overspend

The overspend is as a result of the combination of savings arising from:

- vacancies within the Policy team £44k
- the budget that was not utilised in respect of single status support £50k
- additional income generated from the right to buy sales from BDHT £20k combined with additional costs as a result of;
- provision allocated for the potential costs of the decision of an employment tribunal £80k.
- targets that were realised across the departments rather than attributed solely to corporate services £114k.

4.2.3 Culture and Community Services - £68k overspend

The net overspend is due to a shortfall in the income generated from usage of the various leisure facilities within the district of £135k , offset by vacancy and service savings of £110k.

4.2.4 E-Government and Customer Services - £18k overspend

The overspend is due to software charges that were entered into before this financial year and consolidation of the software budget.

4.2.5 Financial Services - £85k underspend

There were a number of vacancies within Revenues & Benefits, financial accounts and audit which together with additional income generated from recovery of debts through the courts led to the underspend for the period. The department has recruited successfully to the majority of the posts during the first quarter of 2006/07 and therefore there will not be a significant underspend in future years.

4.2.6 Legal and Democratic Services – £19k overspend

The overspend relates to a combination of;

- additional maintenance and repairs works that have been undertaken within the Council House building including emergency drainage and plumbing works £91k
- savings within elections as a result on reducing the expenditure on ICT and general expenses £9k. vacancies within administration and registration £26k
- within corporate facilities there has been a significant under-spend in postage and packaging and hygiene machines £33k

During 2005-06 there were no strict measures in place to control the expenditure within facilities management. These measures are now in place in order to control spending in future years.

4.2.7 Organisation Development and Human Resources - £56k underspend

The level of the underspend relates to the corporate training budget that had not been allocated to the delivery of training and development during 2005/06. A planned programme of corporate and service based training is now in place and there is no underspend anticipated in 2006/07.

4.2.8 Planning and Environment Services – £84k underspend

The services within Planning and Environment have a net underspend due to the following reasons;

- Vacancy savings within the department £199k
- Shortfall in income targets in respect of planning applications, building regulations fees and land charges £97k. This is due to the planning moratorium that the Council has combined with a slight downturn in the housing market during 2005/06. The impact of the moratorium will continue to reduce the income in 2006/07 and this will be monitored closely and reported to members on a quarterly basis.
- Emergency drainage and sewerage works across the district £18k

4.2.9 Street Scene and Waste Management Services - £395k overspend

Within the street scene and waste management there are a number of factors that have resulted in the anticipated overspend as reported in Monitoring of Revenue and Capital Budget 2005/06 report dated 22.3.06.

The final position at year end position includes overspends relating to the use of agency staff, transport and reductions in income.

- There was an overspend of £270k against agency codes, however this is mitigated by an under spend on full time staffing costs of £364k. This has resulted in an under spend of £94k against all employee budgets.
- Vehicle repairs were overspent by £85k due to an underestimation of the true costs of the second hand recycling vehicles purchased last year and the age of the fleet in general.
- Fuel costs have increased by £142k primarily because of the additional costs incurred by the vehicle fleet for the recycling service and an increase in fuel price during 2005/06. There are also additional vehicle costs of £11k for similar reasons to cover licences and additional road fund licence.
- The additional vehicle hire cost mainly due to permanent breakdowns of existing fleet vehicles and the theft of one vehicle. Vehicles hired have included a cesspool tanker, a pavement sweeper, a kerbside recycling vehicle, a commercial waste refuse collection vehicle a skip vehicle and a supervisors van. Additional hire and extended lease costs amount to £82k during 2005/06.
- The insurance cost of all vehicles has increased by £40k due to insurance companies reassessing risks associated with the services provided.
- Income generation in general has decreased this year in a number of areas. Although the projected reduction in income for cesspool emptying had been reported as a decrease of £11k due to problems earlier in the year when we were experiencing reliability with vehicles and unable to service customers this has actually been reduced to a shortfall of only £3k. We have not generated the anticipated income from the transfer station, income for the rental of the Burcot room has reduced and there has been a loss of income on BDHT for their ground maintenance work. Income on bulky collections has also reduced by £7k. A net result of £9k reduction of income.
- No budget had been allocated for replacement of bins during 2005/6 £50k was spent on new or replacement bins, this was not highlighted in the previous reports as they had been coded as stock and not allocated to the service. There has also been a stock write off of £12k together with refunds of car parking charges to the Dolphin centre of £8k. An overspend within supplies and services of £70k.
- The budget for NNDR was insufficient resulting in an overspend of £50k. This has been addressed in the budget for 2006/07.

The total additional overspend anticipated for the year as detailed above amounts to £395k.

4.2.10 Interest on Investments

The interest on investments for 2005/06 was £1.136m which equates to an average return of 4.6%. Interest generated from investments was £256k more than originally budgeted.

5. SUMMARY OF REVENUE OUTTURN 2005/06

5.1 Revenue Balances

After the transfer of the net overspend of £186k and planned transfer to the revenue account to fund expenditure such as Shopmobility, the ICT Infrastructure Project and Depot Strategy totalling £82k, the General Fund Revenue Balances as at 31st March 2006 stood at £2.282 million. This is slightly higher than the projected balance of £2.261million given in the Medium Term Financial Plan reported to Cabinet on 22nd February 2006.

5.2 Earmarked Reserves

During the year a review of Earmarked reserves was undertaken and a number of reserves were consolidated into a Replacement Reserve. This reserve is intended for use to provide replacement vehicle, plant and ICT equipment. It is intended that in future the revenue effect of all new capital scheme will need to include amounts to be set aside in this Replacement Reserve to fund replacement at the end of an asset economic life. Members are asked to note that in order to limit the Budget overspend to £186k the planned contribution to the Replacement Reserve of £200k was not made during 2005/06.

5.3 Recovery Plan Expenditure

As part of the capitalisation direction received from the ODPM there were funds made available of £750k to utilise for areas where work was to be undertaken relating to the Recovery Plan. In addition to this a further £149k was allocated from the revenue budget to fund interim support required to deliver the recovery plan. The total allocated resource for 2005/06 is £899k. During the year a total of £1.084m was incurred against this funding in the following areas:-

SERVICE AREA	Actual Outturn 2005/06 £000
Corporate Services	481
E-Government & Customer Services	59
Financial Services	336
Legal Services	59
Organisational Development and Human Resources	1
Street Scene & Waste Management Services	148
TOTAL EXPENDITURE	1,084
Funded from Capitalisation Direction	-750
Net Cost to the Revenue Account	334

The overspend of £185 was in relation to the additional costs incurred from the initial unsuccessful recruitment to the Head of E-Government and Customer Services and the Planning and Environment Costs. The funds required for additional recruitment advertising and interviewing and the cost of extended use of interim managers were charged to the Recovery Plan.

5.4 Overall Summary

	Budget 2005/06 £000	Actual Outturn 2005/06 £000
Total General Fund	9,368	9,468
Recovery Plan	149	334
Replacement provision	200	0
Amra & Capital	-142	10
Funding from Balances	-12	-63
Total	9,563	9,749
Financed by		
Revenue Support Grant	-1,490	-1,490
Redistributed NNDR	-2,600	-2,600
Council Tax	-5,473	-5,473
Net Surplus(-)/Deficit	0	186

6. OUTTURN POSITION OF THE CAPITAL PROGRAMME

6.1 The actual outturn for the financial year 2005/06 is also shown in Table 2 and in **Appendix K**

6.2 The total financial position on capital expenditure at the year end shows an underspend of £2.065m for the year to date compared to the Estimated Outturn Programme and the resources made available under the capitalisation direction and full details can be seen in **Table 2**.

Table 2

DEPARTMENT	ESTIMATED OUTTURN BUDGET 2005/06 £'000	ACTUAL EXPENDITURE 2005/06 £'000	VARIATION TO ESTIMATED OUTTURN BUDGET 2005/06 £'000	REQUEST FOR BUDGET CARRY FORWARD TO 2006/07 £'000
Financial Services	200	200	0	0
Legal & Democratic Services	22	7	-15	15
Human Resources & Organisational Development	0	0	0	0
E-Government & Customer Services	2,097	1,626	-471	493
Street Scene & Waste Management Services	724	409	-315	333
Planning & Environment Services	2,139	1,714	-425	287
Culture & Community Services	1,183	773	-410	527
SUB-TOTAL CAPITAL PROGRAMME	6,365	4,729	-1,636	1,655
CAPITALISATION DIRECTION				
Restructure	1,250	821	-429	0
Recovery Plan	750	750	0	0
SUB-TOTAL CAPITALISATION DIRECTION	2,000	1,571	-429	0
TOTAL CAPITAL RESOURCES	8,365	6,300	-2,065	1,655

6.3 On 22nd February 2006 Executive Cabinet approved an estimated outturn of the capital programme of £8.365m with a projected underspend of £1.836m. The

actual underspend of £2.065m as reported in the **Table 2** is higher than that expected. The carry forward requests of £1.655m are explained within the main schedule at **Appendix J** and are detailed at **Appendix L**.

- 6.4 The financing arrangements in respect of the actual payments in 2005/06 are summarised below in **Table 3** (subject to audit):

TABLE 3 – CAPITAL FINANCING

Provisional Financing – 2005/06	Available Capital Resources 01/04/05 £'000	Resources Received in 2005/06 £'000	Used for Financing in 2005/06 £'000	S106 Paid Over to WCC in 2005/06 £'000	Balance Available as at 31/03/06 £'000
Section 106 Agreements	2,332	984	1,367	**150	1,799
Government Grants	407	466	494	0	379
Capital Receipts	20,596	1,156	4,257	0	17,495
External Contributions	10	13	22	0	1
Direct Revenue Financing	0	31	31	0	0
*Specified Capital Grant (SCG)	0	129	129	0	0
Total	23,345	2,779	6,300	150	19,674

* Specified Capital Grant is the 60% grant provided by Central Government towards the cost of Mandatory Disabled Facilities Grants.

** Section 106 monies received for highways and education purposes are sent on to Worcestershire County Council for the financing of suitable schemes.

- 6.5 Recovery Plan Funds

Under the capitalisation direction, funds of £1.250m were made available for expenditure incurred on the restructure exercise. Following the approval of the final stage of the restructure at Executive Cabinet on 30th November 2005, the allocated funds of £1.250m will be utilised to meet the severance costs associated with the restructure. Actual expenditure amounted to £821k resulting in an underspend of £429k and this sum has therefore been returned to general capital receipts to fund future capital schemes.

6 MONITORING 2006/07

- 7.1 There are a number of improvements to the current monitoring process that are to be implemented during 2006/07. The process will include:

- Monthly detailed reports to be produced (as at present)
- Summary reports to be circulated to portfolio holders
- Financial meetings to include both financial support staff and budget holders
- Key issues to be formally reported to Heads of Service and portfolio holders with a detailed action plan to address areas of concern

- Quarterly reports to Performance Monitoring board to include action plans
- Quarterly reports to include a prediction of the outturn position

8. **FINANCIAL IMPLICATIONS**

8.1 None other than in the body of the report.

9. **LEGAL IMPLICATIONS**

9.1 None.

10. **OTHER SUB HEADINGS**

10.1 None

Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

Background Papers

Report to Executive Cabinet 16th February 2005 – Medium Term Finance Plan.
 Report to Executive Cabinet 16th March 2005 – New Play Area at Cofton Hackett.
 Executive Cabinet Minutes 27th July 2005 – Urgent Section 106 Funded Schemes.
 Executive Cabinet Minutes 24th August 2005 – Capital Budget Slippage.
 Report to Executive Cabinet 28th September 2005 – Capital Outturn for 2004/05.
 Agresso Financial Statements
 Working papers

Contact officer

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ADDITIONS TO 2005/06 CAPITAL PROGRAMME		£	2005/06 £
Approved Original Budget for 2005/06			4,409,000
28/09/2005	Budgets approved for carry forward from 2004/05 (including £171k Dolphin Centre)	1,386,000	
28/09/2005	Budgets approved for carry forward from 2004/05 (Catshill Community Project no longer required)	(35,000)	
24/08/2006	Budgets for rear loading refuse freighters approved for carry forward from 2004/05	339,000	
			1,690,000
Additional Schemes For 2005/06 as Approved by Executive Cabinet			
16/03/2005	New Play Area at Myhill Field Cofton Hackett - S106	40,000	
27/07/2005	Hunters Hill School Blackwell. Contribution to New Indoor Sports Facilities	129,500	
			169,500
Section 106 Additions - July 2005			
27/07/2005	Alvechurch - Completion of Sports Building at Rowney Green	20,000	
27/07/2005	Beoley - Drainage Improvements to Pitch at Beoley	7,100	
27/07/2005	Romsley - Pitch Drainage Work at Romsley	15,000	
20/07/05	Barnsley Hall - Requisition of Land & Provision of new Play Area. Barnt Green (Linthurst) - Hewell Road Park Improvements & Bitterell Road Play Area	30,000	
20/07/05	Improvements	12,000	
20/07/05	Belbroughton Recreation Centre - Sports Storage Facilities & External Toilets	21,500	
20/07/05	Bromsgrove Town FC - Portable Goals for Lickey End Recreation Ground	1,700	
20/07/05	Clent Parish Council - Provision of Skate Equipment	20,000	
20/07/05	Hagley - Play Area Refurbishment	20,000	
20/07/05	Stoke Prior - Play Area Refurbishment	2,000	
			149,300
Other Approved Additions			
22/06/2005	Shopmobility - Provision & Equipment - Use of c/f revenue to increase budget	16,000	
10/01/2006	Supply & Installation of Replacement Footbridge across Spadesbourne Brook	12,000	
10/01/2006	Government Connect IT Scheme ICT Infrastructure Scheme (Total £1,873,127 less £207k IEG Grant already included in Original Budget)	30,000	
10/01/2006	Intranet/Internet Development (Total £27,950 less £27,950 IEG Grant already included in Original Budget)	1,666,000	
10/01/2006	Budget)	0	
18/01/2006	IT Servers for Active Directory	34,000	
18/01/2006	Graffiti Removal System	25,000	
			1,783,000
Total Revised Capital Budget			8,200,800
Budget Changes for Estimated Outturn			
24/08/2005	Washing Facilities for Depot Vehicles (additional budget)	18,000	18,000
Schemes Withdrawn			(238,000)
Budget Reductions			(171,000)
Schemes Re-phased to Later Years			(1,445,000)
Total Estimated Outturn Capital Budget			6,364,800

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

SUMMARY

(1)	(2)	(3)	(4)	(5)	(6)	(7)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST IN 2005/06 (3 + 4)	VARIATION TO BUDGET (5 - 2)	REQUEST FOR BUDGET CARRY FORWARD
	£	£	£	£	£	£
<u>DEPARTMENT</u>						
Financial Services	200,000	200,000	0	200,000	0	0
Legal & Democratic Services	22,000	7,000	320	7,320	(14,680)	14,680
Human Resources & Organisational Development	0	0	0	0	0	0
E-Government & Customer Services	2,097,000	1,556,870	69,630	1,626,500	(470,500)	493,544
Street Scene & Waste Management Services	724,000	390,813	17,850	408,663	(315,337)	333,087
Planning & Environment Services	2,139,000	1,711,084	2,640	1,713,724	(425,276)	286,796
Culture & Community Services	1,182,800	742,426	30,260	772,686	(410,114)	527,021
Sub-Total	6,364,800	4,608,194	120,700	4,728,894	(1,635,906)	1,655,128
CAPITALISATION DIRECTION						
Restructure	1,250,000	821,369	0	821,369	(428,631)	0
Recovery Plan	750,000	750,000	0	750,000	0	0
SUB-TOTAL CAPITALISATION DIRECTION	2,000,000	1,571,369	0	1,571,369	(428,631)	0
GRAND TOTALS	8,364,800	6,179,563	120,700	6,300,263	(2,064,537)	1,655,128

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - FINANCIAL SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
		Financial Services:-										
GC1070	CR	Replacement Coin Counting Machine	K Dicks	J Pickering	L Butler	0	0	0	0	0	0	Budget no longer required - all cash collection/counting to be reviewed with the aim of using an external provider. The estimated outturn version of the budget is being amended to zero.
GC1071	CR	Pensions backfunding for employees transferred to BDHT	K Dicks	J Pickering	J Pickering	200,000	200,000	0	200,000	0	0	This budget relates to the payment of the pension shortfall for the staff who transferred to BDHT.
		GRAND TOTALS				200,000	200,000	0	200,000	0	0	

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - LEGAL & DEMOCRATIC SERVICES

(1) MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) ESTIMATED OUTTURN BUDGET 2005/06 £	(8) DIRECT EXPENDITURE IN 2005/06 £	(9) SHARE OF SUPPORT SERVICES RECHARGE £	(10) TOTAL COST (8 + 9) £	(11) VARIATION TO BUDGET (10 - 7) £	(12) REQUEST FOR BUDGET CARRY FORWARD £	(13) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2005/06 Schemes												
GC1066	CR	Replacement Electoral Software	K Dicks	D Poole	D Poole	0	0	0	0	0	0	0	0	This Capital scheme has been moved to financial year 2006/07 and has now been included in the approved original Capital Budget for 2006/07.
GC1067	CR	Committee Minutes System	K Dicks	A R Burton	A R Burton	22,000	7,000	320	7,320	(14,680)	14,680		Completion of this scheme has been delayed until year 2006/07 and approval to carry forward the unspent Budget of £15k to 2006/07 is therefore requested.	
GRAND TOTALS						22,000	7,000	320	7,320	(14,680)	14,680			

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING												
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06												
GENERAL FUND - HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
GC1010	CR	New HR Information & Management system	K Dicks	J Pitman	D Poole	0	0	0	0	0	0	This scheme will be now be started in 2006/07 and the budget has been included in approved original Capital Budget for 2006/07. The estimated outturn version of the budget has been amended to zero.
GRAND TOTALS						0	0	0	0	0	0	

CR = BDC Capital Receipts

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)		(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES	
Capital Code	Funding	2005/06 Schemes				£	£	£	£	£	£		
		IT Services:-											
		Implementing Electronic Government (I.E.G. Net) See projects below:-										The 2005/06 Revised Capital Budget includes a total of £367k of IEG Grant for funding projects. This comprises the £150k 2005/06 grant allocation, £110k & £70k brought forward from 2004/05, and £37k brought forward from 2003/04. The total £367k has now been allocated to IEG funded projects as detailed on this statement.	
GC1108	CR & GG	ICT Infrastructure Scheme (funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	1,873,000	1,370,971	61,210	1,432,181	(440,819)	440,819	Executive Cabinet approved this IT scheme on 10th January 2006 funded £1.666m from BDC capital reserves and £207k from IEG Grant and this was due to be completed by 31/03/2006. The scheme has been included in the 2005/06 Estimated Outturn Budget. All stages of this project are being reported to the Project Board & Key Stakeholders on a regular basis. Highlight reports are issued weekly to all key personnel. Completion of the scheme will now take place in financial year 2006/07 and approval is now required to carry forward the remainder of the Budget to 2006/07.	
GC1111	GG	Internet/Intranet Development (funded from IEG Grant)	K Dicks	D Poole	D Poole	28,000	5,045	230	5,275	(22,725)	22,725	Executive Cabinet approved this IT scheme on 10th January 2006 funded from IEG Grant and is due to be completed by the end of July 2006. Completion has been delayed mainly due to the need to meet the external agreements required by Worcestershire County Council. All stages of this project are being reported to the Project Board & Key Stakeholders on a regular basis. Highlight reports are issued weekly to all key personnel. The delays were due to contract agreements with external suppliers [Worcestershire County Council]. Approval is now required to carry forward the remainder of the Budget to 2006/07.	
		SUB-TOTAL IEG 2005-06 Grant Allocation & Balances Brought Forward				1,901,000	1,376,016	61,440	1,437,456	(463,544)	463,544		
0		Completion of Old IEG Projects											
GC1033	GG	- Content Management (Ph II) / Intranet (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	7,000	6,875	310	7,185	185	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1035	GG	- Intranet GIS & Internet (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	4,000	3,630	160	3,790	(210)	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1031	GG	- Web Based Templates (IEG Gov't Grant 2004/05)	K Dicks	D Poole	D Poole	3,000	2,790	130	2,920	(80)	0	Continued expenditure against a 2004/05 project which is now complete.	
GC1061	GG	- Worcestershire e-hub project (2004/05)	K Dicks	D Poole	D Poole	42,000	41,911	1,890	43,801	1,801	0	Continued expenditure against a 2004/05 project which will be completed by 31/03/2006.	
GC465	GG	-Members on-line (funded from 2003/04 IEG Gov't Grant)	K Dicks	D Poole	D Poole	7,000	7,632	350	7,982	982	0	Continued expenditure against a 2003/04 project which is now complete.	
		SUB-TOTAL IEG Grant Allocation - Earlier Year Projects				63,000	62,838	2,840	65,678	2,678	0		
		IT Equipment & Upgrades											

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1072	CR	Corporate Budget for IT Upgrades (2005/06)	K Dicks	D Poole	D Poole	60,000	59,757	2,700	62,457	2,457	0	Scheme is complete. The overspend is due to the adding of the support service charges and not due to an overspend by the budget holder.
GC1105	CR	IT servers for Active Directory	K Dicks	D Poole	D Poole	34,000	32,759	1,490	34,249	249	0	A report was submitted to Executive Cabinet on 18th January 2006 and retrospective approval for this emergency purchase was given and for financing to be from capital reserves. The scheme has been included in the 2005/06 Estimated Outturn Budget and is complete.
GC1110	CR	Government Connect Scheme	K Dicks	D Poole	D Poole	30,000	0	0	0	(30,000)	30,000	Executive Cabinet approved this IT scheme on 10th January 2006 funded from BDC capital resources and was therefore included in the 2005/06 Revised Capital Budget. This project is dependant upon the completion of the ICT infrastructure Scheme, also approved on January 10th. In addition the project is also closely linked to the IEG priority outcomes for local e-Government and will also link in with the Spatial Project Approval is now required to carry the budget forward to financial year 2006/07.
		SUB-TOTAL IT Equipment & Upgrades				124,000	92,516	4,190	96,706	(27,294)	30,000	
		Customer Services:-										
GC1023	CR	Provision of Service Centre - BDC Share (funded from capital receipts)	K Dicks	Robbie Hazlehurst	Robbie Hazlehurst	0	21,020	1,160	22,180	22,180	0	The £22k refers to late costs incurred on the provision of the Service Centre (Contract retention, new doors, signage, architect fees). There is no budget for these costs because the remaining service centre budget has been used to fund the changes required at the reception area of the Council House.
GC1023	CR	Conversion of Council House Reception Area to Office Accommodation (Service Centre budget) - (funded from capital receipts)	K Dicks	A Burton	D Rogers-Davies	9,000	4,481	0	4,481	(4,519)	0	This project to change the old Council House reception area started in earnest in November 2005, and due to the expected requirement for planning permission and lead times for builders, will slip over into the 2006/07 financial year. Work has commenced and completion will be in the summer of 2006. The budget for the conversion has also been charged with the late costs relating to the Service Centre detailed above and the overall budget of £77k has therefore been reduced by £18k in 2006/07 to fund this years net overspend.
		SUB-TOTAL Customer Services				9,000	25,501	1,160	26,661	17,661	0	
										0	0	
		GRAND TOTALS				2,097,000	1,556,870	69,630	1,626,500	(470,500)	493,544	

CR = BDC Capital Receipts

GG = Government Grants

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital Code	Funding	2005/06 Schemes										
		Technical Services:-										
GC1063	CR & REV	Shopmobility-provision & equipment-probable slippage from 2004/05 to 2005/06	P Street	M Bell	S Martin	99,000	94,168	4,770	98,938	(62)	0	Shopmobility facility became operational from 12th December. Scheme budget was insufficient as reported to Executive Cabinet on 22/06/05 when it was agreed that the budget be increased to £99k by use of the underspend on the Spadesbourne Suite Roof Replacement, and revenue balances
GC1063	REV	Shopmobility-equipment	P Street	M Bell	S Martin	0	11,218	0	11,218	11,218	0	This is the equipment for the Shopmobility facility and the budget for this was included in the revenue budget. The equipment consists of mobility scooters and wheelchairs etc which will be added to the asset register in due course, and the funding has been from Revenue.
GC1018	CR, S106 & REV	Mill Lane Town Centre Access Improvement (Pending feasibility study) Probable slippage from 2004/05 to 2005/06	P Street	M Bell	M Bell	148,000	149,679	6,780	156,459	8,459	0	Worcestershire County Council has led on this scheme and payment was made in October 2005.
GC1068	CR	Disabled Discrimination Act improvements (05/06)	P Street	M Bell	M Bell	20,000	5,663	250	5,913	(14,087)	14,087	Carry forward of the unspent budget of £14K to year 2006/07 is requested because further outstanding work is required to secure compliance under the Disabled Discrimination Act
GC1074	CR	Dolphin Centre - Resurface Carpark (as per condition survey)	P Street	M Bell	M Bell	40,000	31,527	1,420	32,947	(7,053)	0	The underspend is showing because the scheme started early and £5k was spent in 2004/05 against this scheme
GC1100	EXT	Energy Performance (inc 2003/04)	P Street	M Bell	M Bell	12,000	11,680	530	12,210	210	0	Scheme complete.
GC1021	CR	Council House - changes to office accommodation (post LSVT)	P Street	M Bell	M Bell	0	(732)	0	(732)	(732)	0	Refund of an overspend in 2004/05.
GC052	CR	Green Lane Drainage Phase II (2003/04 Scheme)	P Street	M Bell	M Bell	0	6,096	280	6,376	6,376	0	The request to carry forward the £3k underspent budget from 2004/05 to 2005/06 was not approved but further expenditure on completing the schemes was incurred
GC1142	CR	Supply & Installation of replacement footbridge across Spadesbourne Brook	P Street	M Bell	M Bell	12,000	12,625	570	13,195	1,195	0	This scheme was approved by Executive Cabinet in January 2006 and was added to the 2005/06 revised Capital Budget to be financed from the underspend on the purchase of the rear loading refuse freighters and cesspool tanker. The bridge is now complete.
GC1145	CR	Graffiti removal system	P Street	M Bell	M Bell	25,000	0	0	0	(25,000)	25,000	This scheme was approved by Executive Cabinet in January 2006 and added to the 2005/06 revised Capital Budget to be financed from the underspend on the purchase of the rear loading refuse freighters and cesspool tanker. The intention was to obtain a second hand vehicle but upon our final inspection before agreeing the purchase, a serious fault was found questioning the quality of the equipment. It was therefore decided not to proceed. Since then quotations have been received from alternative suppliers which has delayed the process. Approval is therefore requested to carry the unspent budget of £25k forward to financial year 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
		SUB-TOTAL Technical Services				356,000	321,924	14,600	336,524	(19,476)	39,087	
		Depot Services:-										
GC1084	GG, CR & REV	Washing Facilities for Depot Vehicle	P Street	M Bell	J Woodfield	38,000	38,000	1,720	39,720	1,720	0	The scheme is complete.
GC1155	CR	Vehicles & General Plant (b/f 2004/05) (3 rear loading refuse freighters)	P Street	M Bell	J Woodfield	195,000	0	0	0	(195,000)	195,000	Budget c/f from 2004/05 and earmarked for the purchase of 3 rear loading refuse freighters. Tenders were evaluated and accepted at a price of £97k each but delivery was not possible before 31/03/2006 because of the 16/20 week delivery timescale. Approval is now requested to carry the budget forward to financial year 2006/07 with delivery early in the new financial year
GC1085	CR	Replacement of Fleet Vehicles	P Street	M Bell	J Woodfield	0	0	0	0	0	0	This budget is for the replacement of multi lift vehicle registration P585 EO.V. There was a delay in going out to tender due to the need to identify the exact requirements under the new depot strategy and the budget for this has already been included in the approved 2006/07 capital budget
GC1086	CR	Replacement of Depot Plant & equipment	P Street	M Bell	J Woodfield	8,000	3,124	140	3,264	(4,736)	0	The scheme is complete.
GC1087	CR	New Tanker for Cesspools Work	P Street	M Bell	J Woodfield	0	0	0	0	0	0	A tender for £58k has been accepted but delivery will not be made until April/May 2006, meaning that there will be no expenditure in 2005/06. The estimated outturn version of the budget will be changed to zero and £58k will be included in the 2006/07 Capital Budget.
GC1088	CR	Equipment for new cemetery at North Bromsgrove	P Street	M Bell	J Woodfield	3,000	4,182	190	4,372	1,372	0	The scheme is complete.
GC014	CR	North Bromsgrove Cemetery - Amenity Block	P Street	M Bell	J Woodfield	0	4,800	220	5,020	5,020	0	These are late costs relating to a scheme from an earlier year
GC1089	CR	Pavement Sweepers for street cleansing	P Street	M Bell	J Woodfield	99,000	0	0	0	(99,000)	99,000	The budget is for two new pavement sweepers and delivery before 31/03/2006 was not possible. Approval is now requested to carry the budget forward to financial year 2006/07 with delivery early in the new financial year
GC1090	CR	Equipment for new BDHT Grounds Maintenance work	P Street	M Bell	J Woodfield	0	0	0	0	0	0	The original scheme has not proceeded and the budget has been withdrawn.
GC1091	CR	Replacement Equipment for grounds Maintenance Work (Highways, Council & Leisure)	P Street	M Bell	J Woodfield	25,000	21,622	980	22,602	(2,398)	0	The scheme is complete.
GC019	GG	Blue Unlidded Boxes - Balance 32,300 (DEFRA Funded)	P Street	M Bell	J Woodfield	0	(2,839)	0	(2,839)	(2,839)	0	The credit balance relates to the reversal of a sundry creditor from 2004/05 made regarding invoices in dispute. The amount eventually paid was less than originally requested by the supplier resulting in the credit balance.
		SUB-TOTAL Depot Services				368,000	68,889	3,250	72,139	(295,861)	294,000	
		GRAND TOTALS				724,000	390,813	17,850	408,663	(315,337)	333,087	

CR = BDC Capital Receipts
GG = Government Grants
EXT = External Contributions
REV = Revenue Contributions
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06

GENERAL FUND - PLANNING & ENVIRONMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
Capital	Funding	2005/06 Schemes										
Code		Strategic Housing:-										
		Strategic & Enabling Housing Schemes:-										
GC1036	S106	4 Houses on garage sites(Grafton,Foxwalks) (includes 2003/04 slippage) Prob slippage from 2004/05 to 2005/06	P Street	D Hammond	A Coel	64,000	0	0	0	(64,000)	64,000	Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. Approval is now requested to carry the budget forward to financial year 2006/07.
GC1076	S106 & CR	5 Houses on garage sites (Ryfield) (includes 2003/04 slippage)	P Street	D Hammond	A Coel	62,000	4,320	200	4,520	(57,480)	57,480	Scheme delayed by complications in the conveyance of the site to RSL, resolution is imminent. Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. Approval is now requested to carry the budget forward to financial year 2006/07
		New Affordable Schemes:-										
GC1037	S106	Grants to RSL-York Rd,Hollywood La,Houndsfield Cl.(inc 2003/04 slippage)	P Street	D Hammond	A Coel	126,000	126,297	0	126,297	297	0	The estimated outturn version of the 2005/06 has been increased by £38k to £158k which makes the total scheme budget £160k (£2k spent in 2004/05). Original total approved by Executive Cabinet on 09/06. Construction has started and 80% of the grant paid. The remaining 20% is budgeted to be paid in 2006/07
GC1077	S106	Grants to RSL Villiers Road (includes 2003/04 slippage) (Previously 38-42 Broad Street Scheme)	P Street	D Hammond	A Coel	480,000	480,000	0	480,000	0	0	Original scheme delayed - funding diverted to approved Villiers Rd Scheme which is now under construction. The final 20% of £60k to be paid in 2006/07
GC1078	S106	Grants to RSL -shared ownership &/or low cost/&/or Rent schemes	P Street	D Hammond	A Coel	485,000	482,284	0	482,284	(2,716)	0	Budget fully committed to Breme Park flats and scheme is complete.
GC1079	S106 & CR	Grants to RSL's - Housing to Rent (New build)	P Street	D Hammond	A Coel	117,000	25,000	0	25,000	(92,000)	92,000	Fully committed and schemes have commenced. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
GC1080		Grants to RSL's - Housing to Rent (Purchase & Repair	P Street	D Hammond	A Coel	0	0	0	0	0	0	Not committed as dependent upon receipt of further Section 106 receipts. Insufficient funding available and scheme therefore withdrawn.
GC1081	CR	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	P Street	D Hammond	A Coel	18,000	0	0	0	(18,000)	18,000	The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. Approval is now requested to carry the outstanding budget forward to financial year 2006/07
GC1082	CR	Grants to RSL's - Low Cost Shared Equity/Shared Rented Housing	P Street	D Hammond	A Coel	46,000	0	0	0	(46,000)	46,000	Fully committed to Bromford for Barrington Rd Scheme. Was scheduled to commence in the 4th quarter of 2005/06 but it did not. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
GC1083	CR	Grants to BDHT - Ex Council Dwelling Buy Backs/ New Build on sites owned by BDHT	P Street	D Hammond	A Coel	210,000	210,280	0	210,280	280	0	Scheme is complete.
GC810	S106	Grants to RSL - Flat over shops High St. (includes 2003/04 slippage)	P Street	D Hammond	A Coel	65,000	65,000	0	65,000	0	0	Scheme is complete.
		Retained Housing Works:-										

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MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST	VARIATION TO BUDGET	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1065	CR	Hounsfield Lane Caravan Site-doors & window replacements-amenity blocks	P Street	D Hammond	A Coel	8,000	0	0	0	(8,000)	8,000	Work completed and awaiting an invoice from BDHT. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
		New Homeless Hostels Schemes:										
GC1075	CR	Burcot & Wythall Lodge-refurb & Modernisation scheme	P Street	D Hammond	A Coel	23,000	20,744	940	21,684	(1,316)	1,316	Work is currently underway and is partially completed. Approval is now requested to carry the outstanding budget forward to financial year 2006/07.
		SUB-TOTAL Strategic Housing				1,704,000	1,413,925	1,140	1,415,065	(288,935)	286,796	
		Private Sector Renewal:-										
		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (includes 2004/05 slippage) (Now separated out - see below)							0	0	0	This line is the budget only, see the total line for Mandatory Disabled Facilities Grants below
GC411 GC412 GC416		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	P Street	D Hammond	A Coel	355,000		0	0	(355,000)		
GC411	GG & CR	Disabled Facilities Grants - Owner Occupier	P Street	D Hammond	A Coel	0	119,531	0	119,531	119,531	0	
GC412	GG & CR	Disabled Facilities Grants - Tenant(Private	P Street	D Hammond	A Coel	0	2,480	0	2,480	2,480	0	
GC415		Disabled Facilities Grants - Tenant(BDC	P Street	D Hammond	A Coel	0	0	0	0	0	0	
GC416	GG & CR	Disabled Facilities Grants - BDHT	P Street	D Hammond	A Coel	0	143,366	0	143,366	143,366	0	
		Total Mandatory Disabled Facilities Grant				355,000	265,377	0	265,377	(89,623)	0	The low expenditure for the year is due to the complex and protracted nature of the grant procedure, the dearth of builders willing to undertake grant work, and delays at the Care and Repair Agency.A budget carry forward request is not being made because we have moved to a three year budget arrangement which enables budget commitments to be entered into for the succeeding year giving greater flexibility because of the long time scales between the approval and completion of works
GC1064	CR	Discretionary Home Repair Assistance & Housing Renewal Grants	C Savage	D Hammond	A Coel	80,000	33,144	1,500	34,644	(45,356)	0	The low level of expenditure is due to the complex and protracted nature of the grant procedure, the dearth of builders willing to undertake grant work, and delays at the Care and Repair Centre.A budget carry forward request is not being made because we have moved to a three year budget arrangement which enables budget commitments to be entered into for the succeeding year giving greater flexibility because of the long time scales between the approval and completion of works.
		SUB-TOTAL Private Sector Renewal				435,000	298,521	1,500	300,021	(134,979)	0	
		Planning Services:-										
GC122	CR	Small Business Grants (Planning)	P Street	D Hammond	P Michael	0	(500)	0	(500)	(500)	0	The small credit balance relates to the refund of a Small Business Grant paid out in 2003/04.
		SUB-TOTAL Planning Services				0	(500)	0	(500)	(500)	0	
		Housing Programme:-										

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MONITORED AGAINST THE 2005/06 REVISED CAPITAL BUDGET ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
HC533	GG	Heating Upgrade	P Street	D Hammond	A Coel	0	(861)		(861)	(861)	0	This credit balance relates to a refund from a supplier against a payment made in an earlier year.
		SUB-TOTAL Housing Programme				0	(861)	0	(861)	(861)	0	
		GRAND TOTALS				2,139,000	1,711,084	2,640	1,713,724	(425,276)	286,796	

CR = BDC Capital Receipts

GG = Government Grants

S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

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CAPITAL BUDGET MONITORING														
FINAL STATEMENT FOR FINANCIAL YEAR 2005/06														
GENERAL FUND - CULTURE & COMMUNITY SERVICES														
(1) MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			(2)	(3)	(4) CORPORATE DIRECTOR	(5) BUDGET HOLDER	(6) BUDGET MANAGER	(7) ESTIMATED OUTTURN BUDGET 2005/06	(8) DIRECT EXPENDITURE IN 2005/06	(9) SHARE OF SUPPORT SERVICES RECHARGE	(10) TOTAL COST (8 + 9)	(11) VARIATION TO BUDGET (10 - 7)	(12) REQUEST FOR BUDGET CARRY FORWARD	(13) BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2005/06 Schemes					£	£	£	£	£	£		
		Culture & Community Services:												
GC423	CR	Arts Centre (Joint With College) (2005/06 budget)	P Street	R Hazlehurst	R Hazlehurst		60,000	60,000	2,700		62,700	2,700	0	Majority of this budget related to retention and was be released in Jan/Feb 06.
GC1092		Catshill Community Project (b/f from 02/03)	P Street	R Hazlehurst	R Hazlehurst		0	0	0		0	0	0	This budget is to be dealt with as part of the release of Section 106 monies associated with 3 projects agreed with Catshill 20:20. The Head of Culture & Community has consulted with Members on this scheme and the budget will not be spent in 2005/06. As part of the budget process it has been agreed that £35k be included in the budget for 2006/07. This budget will be used for the refurbishment of the play area at George Wagstaff Memorial Hall.
GC1057	CR	Replacement roof of Spadesbourne Suite	P Street	R Hazlehurst	J Godwin		22,000	21,500	970		22,470	470	0	Scheme is complete.
GC1095		New Sporting Pitches (Garringtons/UEF)	P Street	R Hazlehurst	R Hazlehurst		0	0	0		0	0	0	There will be no expenditure in 2005/06 and the estimated outturn version of the budget has been amended accordingly and the scheme is included in the original 2006/07 budget. Discussions are taking place with a potential partner in respect of the provision of a replacement pitch.
GC1096	S106	Wythall Teenage sports Facility Scheme	P Street	R Hazlehurst	J Godwin		0	0	0		0	0	0	No expenditure anticipated until 2006/07. The estimated version of the outturn budget has been amended accordingly and the scheme is included in the original 2006/07 budget.
GC1097	CR & S106	Wythall Park Play Area Refurbishment	P Street	R Hazlehurst	R Heard		40,000	37,818	1,710		39,528	(472)	0	Site works were completed by end December 2005. Scheme is complete with one very low value invoice outstanding.
GC1098	S106	Callowbrook Park (Rubery) Improvement Scheme	P Street	R Hazlehurst	R Heard		0	0	0		0	0	0	Scheme to be included in a District wide procurement of Children's Play areas. The estimated outturn version of the 2005/06 budget will therefore be changed to zero and the scheme will be included in the original budget for 2006/07.
GC1094	CR	Restoration of Memorial Headstones in Bromsgrove Cemetery	P Street	R Hazlehurst	R Heard		20,000	4,004	180		4,184	(15,816)	15,816	New signs have been erected. Headstone count completed and quotations obtained for erecting the large/historical headstones. In consideration of recent advice from the Local Govt Ombudsman on memorial safety further information regarding best practice from other local authorities is being sought. Approval is requested to carry forward the remaining budget of £16k to 2006/07.
GC809	S106	New Play Area Myhill Field Cofton Hackett (funded from S106)	P Street	R Hazlehurst	R Heard		20,000	40,000	0		40,000	20,000	0	Grant to Parish Council - it was originally intended to release the grant in two tranches 50% within one month of the PC's acceptance to the Conditions of Grant provided (anticipated latest end November), and 50% on completion of the play area. The overspend of £20k has occurred as the 2nd instalment was originally anticipated to be in the year 2006/07, where the Budget is located, but this 2nd payment was made in 2005/06 instead.
GC1114	S106	Alvechurch - Completion of Sports Building at Rowney Green (funded from S106)	P Street	R Hazlehurst	R Hazlehurst		20,000	10,000	0		10,000	(10,000)	10,000	Ref. Rowney Green Pavilion -Final grant payment to Alvechurch.PC for completion of the scheme is still outstanding and approval to carry forward of the remaining Budget 2006/07 is required for completion of the scheme.
GC1115	S106	Drainage improvements to pitch in Beoley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst		7,100	0	0		0	(7,100)	7,100	Beoley pitch drainage scheme - the scheme was delayed due to poor ground conditions.- the scheme was completed in May 2006. Approval to carry forward of the Budget into 2006/07 is requested to complete the scheme.

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MONITORED AGAINST THE 2005/06 ESTIMATED OUTTURN CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	ESTIMATED OUTTURN BUDGET 2005/06	DIRECT EXPENDITURE IN 2005/06	SHARE OF SUPPORT SERVICES RECHARGE	TOTAL COST (8 + 9)	VIARIATION TO BUDGET (10 - 7)	REQUEST FOR BUDGET CARRY FORWARD	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£	£	£	£	£	£	
GC1129	S106	Pitch drainage works at Romsley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	15,000	0	0	0	(15,000)	15,000	Romsley pitch drainage scheme - the scheme was delayed due to poor ground conditions. Approval to carry forward of the Budget into 2006/07 is requested to complete the scheme.
GC1106	S106 & CR	Barnt Green - Hewell Road /Bittel Road Park improvements	P Street	R Hazlehurst	R Hazlehurst	12,000	9,150	410	9,560	(2,440)	2,440	Initial grant payment (50%) paid December 2005 on acceptance of the Conditions of Grant. Remaining 50% (£6k) to be paid on completion of scheme estimated to be May 2006. Approval to carry forward of the remaining Budget into 2006/07 is requested to complete the scheme.
GC1118	S106 & CR	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	P Street	R Hazlehurst	R Hazlehurst	30,000	1,272	60	1,332	(28,668)	28,668	Consultation with residents on a play area design undertaken and play companies invited to provide initial design solutions/quotations; an open demonstration day of 'Disc Golf' is being planned for the site on (Sunday 2nd April). Site meeting held with John Preston, English Partnerships on 7/3/06 to agree their boundary/access concerns. Negotiations with English Partnership on the purchase of the additional parcel of land continue via Solicitors on the basis of purchasing the land at minimal cost. Approval to carry forward of the remaining Budget into 2006/07 is requested to complete the scheme.
GC1113	S106	Belbroughton - Sports Storage Facilities & External Toilets	P Street	R Hazlehurst	R Hazlehurst	21,500	1,500	0	1,500	(20,000)	20,000	Works subject to tenders invited in March 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme which was completed in July 2006
GC1132	S106	Bromsgrove town FC - Portable goals for Lickey End Recreation Ground	P Street	R Hazlehurst	R Hazlehurst	1,700	0	0	0	(1,700)	1,700	Release of this funding will support the provision of equipment to be tied in with the Barnsley Hall football pitch/changing rooms scheme and the partnership with the Town Boys FC - funding therefore required to be carried forward into 2006/7.
GC1136	S106	Hagley - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	20,000	0	0	0	(20,000)	20,000	The Parish Council have invited further quotations for a larger scheme. Further progress pending a Council members decision on whether this Council supports the Parish Councils re-application for further finance to support the larger scheme. PC unable to commission site works until Council decision has been reached. So far we have agreed to pay £40K which has been included in year 2006/07. Approval to carry forward the budget to 2006/7 is requested to complete the scheme.
GC1112	S106	Stoke Prior - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	2,000	2,000	0	2,000	0	0	Scheme is complete.
GC1127	CR	Hunters Hill School, Blackwell (Contribution towards new sports facilities)	P Street	R Hazlehurst	R Hazlehurst	129,500	0	0	0	(129,500)	129,500	A contribution towards new indoor sports facilities. Awaiting confirmation from the School of the programme of works and timetable for completion. Approval to carry forward the budget to 2006/7 is requested to complete the scheme.
GC1109	S106	Clent - provision of Skate equipment	P Street	R Hazlehurst	R Hazlehurst	20,000	20,000	0	20,000	0	0	Scheme is complete.
		SUB-TOTAL				440,800	207,244	6,030	213,274	(227,526)	250,224	
		Dolphin Centre:-										
GC1093		Replacment of Dolphin Centre Pool Plant	P Street	R Hazlehurst	J Godwin	0	0	0	0	0	0	This capital scheme has been delayed until 2006/07 to be carried out at the same time as the Dolphin Phase 2 Capital scheme. This is so that the pool only needs to be closed on one occasion. It is proposed that the £30k budget for 2005/06 is included with the balance of the scheme already in the budget for 2006/07 making a total budget of £55k. The estimated outturn budget for 2005/06 will take this into account.
GC352	CR	- Upgrade (b/f from 2002/03) (includes 2003/04 slippage)	P Street	R Hazlehurst	J Godwin	171,000	233,659	10,570	244,229	73,229	0	Work to second lift is virtually complete. All other works, barring some outstanding snagging works, have been completed. The final account for contract retention is to be paid in 2006/07.
GC1052	CR	- Renew/repair roof coverings (as per Condition Survey)	P Street	R Hazlehurst	J Godwin	13,000	14,000	630	14,630	1,630	0	Scheme complete.

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						£	£	£	£	£	£	
GC1053		- New CHP Unit & Heating Controls in Pool Areas	C Savage	R Hazlehurst	J Godwin	0	0	0	0	0	0	Scheme complete.
GC1054	CR	- Replacement roof cladding	P Street	R Hazlehurst	J Godwin	8,000	6,000	270	6,270	(1,730)	0	Scheme complete.
GC1055	CR	- Sports Hall Inflatable	P Street	R Hazlehurst	J Godwin	8,000	6,989	320	7,309	(692)	0	Scheme complete.
		SUB-TOTAL Dolphin Centre Schemes				200,000	260,648	11,790	272,438	72,438	0	
		Liveability Grant Funded Schemes:-										
GC1026	GG	Improvements to Rubery Park (Funded from Government Liveability Fund)	P Street	R Hazlehurst	R Heard	189,000	48,110	2,180	50,290	(138,710)	138,710	Claim made to ODPM for remaining balance of £115k on 29/9/05; payment received 28/10/05. Works to construct new Ball Court and Skatepark commenced on site on 20th March scheduled for completion by end April 2006. Graffiti art boards are being designed for installation on the MEB sub station. Painting works of the main entrance completed and order placed for a community notice board and a board for the bowling club. The total cost of schemes commissioned to date is £150k but the majority of sites works shall take place in April 2006 representing a revised estimated outturn. A further phase of improvements to the play area is proposed during 2006/7 intended for inclusion within the district wide procurement of play areas. Scheme is due for completion in Sept 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1027	GG	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	25,000	3,088	140	3,228	(21,772)	21,772	Still awaiting the conveyance of land via Solicitors from English Partnerships which has caused delays. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme) Site meeting held 7/3/06 with John Preston, English Partnerships, to overcome/agree their boundary/access concerns. Discussions continue with the Bromsgrove Town Football Club most recently 6th March to discuss the production of a site specific Football Development Plan and terms for an agreement for the running of the proposed changing rooms. Site meeting held 7/3/06 with Football Association rep's to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for environmentally friendly changing rooms. Estimated outturn is to be £3k with a budget carry forward of £21,772k into 2006/07. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1028	GG	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	P Street	R Hazlehurst	R Heard	16,000	11,826	540	12,366	(3,634)	3,634	Works at Rigby Lane site complete. Works to create recycling bay/secure fencing at Watt Close complete. Meeting with Watt Close tenants held 8th March to discuss schemes for expenditure of remaining £3.5k during 2006/7. Further meeting with tenants arranged for 12th April to decide on priority schemes against costed options. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1025	GG & S106	Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	191,000	160,294	7,260	167,554	(23,446)	23,446	Final claim for S.Park to ODPM of £35k received 28/10/05. Redecoration of toilets underway in March. Repointing works to main entrance wall underway and repaint of the entrance railings. Timber bowls pavilion now constructed pending internal fit out in readiness for new bowls season. Park leaflet and Exec Summary of Mangt Plan being printed. Chestnut Walk Tree planting completed Sat. 11th March. New entrance signs being designed. next phase of benches being installed. Mgt Plan and submission to Green Flag Award made in January (currently pending visit of GF Judge). Work is complete on the Skateboard Park - therefore the majority of the site works and associated expenditure will be in April and invoiced in May 2006. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC015	CR	Sanders Park Improvements - Car Parking	P Street	R Hazlehurst	R Heard	0	6,301	290	6,591	6,591	0	These are late costs relating to a scheme from an earlier year.
		SUB-TOTAL Liveability Grant Funded Schemes				421,000	229,618	10,410	240,028	(180,972)	187,562	

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						£	£	£	£	£	£	
		Community Safety Schemes:-										
GC1069	CR	C.C.T.V. Scheme 1 (Wythall/Drakes Cross)	P Street	R Hazlehurst	G Rocke	90,000	735	30	765	(89,235)	89,235	Order to BT redcare has been place, scheme is due to be complete spring/early summer. Approval to carry forward the remaining budget to 2006/7 is requested to complete the scheme.
GC1048	CR	C.C.T.V Station Sites (2003/04 Scheme) Wythall & Alvechurch	P Street	R Hazlehurst	G Rocke	21,000	33,854	1,530	35,384	14,384	0	Scheme is complete. Additional funding of £10k has also been received from Central Trains to supplement our capital budget.
GC1102	EXT & CR	Hagley Playing Fields CCTV Scheme (2004/05) (Funded by Gov't Grant & Hagley Parish Council)	P Street	R Hazlehurst	G Rocke	10,000	10,327	470	10,797	797	0	Scheme is complete.
		SUB-TOTAL Community Safety Schemes				121,000	44,916	2,030	46,946	(74,054)	89,235	
		GRAND TOTALS				1,182,800	742,426	30,260	772,686	(410,114)	527,021	

CR = BDC Capital Receipts
GG = Government Grants
EXT= External Contributions
S106 = Section 106 Planning Agreements
Note: Underspend are shown as negative figures.

SCHEMES REQUIRING BUDGET CARRY FORWARD

NAME OF SCHEME	BUDGET CARRY FORWARD REQUESTED £k	TYPE OF FUNDING
Committee Minutes System	15	Capital Receipts
ICT Infrastructure Scheme	441	Capital Receipts
Internet/ Intranet Development	23	(IEG) Government Grant
Government Connect Scheme	30	Capital Receipts
Disabled Discrimination Act Improvements (05/06)	14	Capital Receipts
Graffiti Removal System	25	Capital Receipts
Vehicles & General Plant (b/f 2004/05) 3 rear loading Refuse Freighters	195	Capital Receipts
Pavement Sweepers for street cleansing	99	Capital Receipts
4 Houses on Garage Sites (Grafton, Foxwalks)	64	S106
5 Houses on Garage Sites (Ryfield)	57	S106
Grants to RSL's – Housing to Rent (New Build)	92	S106
Grants to RSL's- Shared Ownership (New Build/Do It Yourself)	18	Capital Receipts
Grants to RSL's – Low Cost Shared Equity/ Shared Rented Housing	46	Capital Receipts
Houndsfield Lane Caravan Site- Door & Window replacements- amenity blocks	8	Capital Receipts
Burcot & Wythall Lodges- Refurb & Modernisation scheme	1	Capital Receipts
Restoration of Memorial Headstones in Bromsgrove Cemetery	16	Capital Receipts
Barnsley Hall- Requisition of Land & Provision of new play area (05/06)	29	S106
Belbroughton- Sports Storage Facilities & External Toilets	20	S106
Hagley- Play area refurbishment	20	S106
Alvechurch – Completion of Sports Building at Rowney Green	10	S106
Drainage Improvements to pitch in Beoley	7	S106
Pitch Drainage works at Romsley	15	S106
Barnt Green – Hewell Road/ Bittel Road Park Improvements	2	S106
Bromsgrove Town FC- Portable goals for Lickey End Recreation Ground	2	S106
Hunters Hill School, Blackwell. (Contribution towards new sports facilities)	129	Capital Receipts

APPENDIX L

Improvements to Rubery Park	138	Government Grant
New park at Barnsley Hall	22	Government Grant
Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	4	Government Grant
Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	24	Government Grant
CCTV Scheme 1 (Wythall/ Drakes Cross)	89	Capital Receipts
TOTALS	1,655	

Funding Summary

Capital Receipts	1,126
Government Grants	211
Section 106	318
TOTAL	1,655

APPENDIX A

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure / Income Budgets	Direct Expenditure/ Income Actuals	Variance
			April-March	April-March	April-March
Corporate Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Corporate Management	332	0	332	457	125
Economic Development	90	0	90	88	-2
Retail Market	7	-33	-26	-25	1
TOTAL SERVICE	429	-33	396	520	124

	Approved Budget	Exclude Capital Charges	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Corporate Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Policy & Performance	181	0	181	137	-44
TOTAL SERVICE	181	0	181	137	-44

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets	Direct Expenditure/ Income Actuals	Variance
			April-March	April-March	April-March
Culture & Community Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Arts Services	184	0	184	190	6
Cemeteries	-74	-9	-83	-66	17
Community Safety	287	0	287	314	27
Culture & Community Services Management	181	0	181	150	-31
Museums and TIC	86	-11	75	63	-12
Parks & Open Spaces	117	-20	97	126	29
Spadesbourne Suite - General	48	-35	13	9	-4
Sport & Recreation General	121	0	121	37	-84
Sports Centres	623	-203	420	539	119
TOTAL SERVICE	1,573	-278	1,295	1,362	67

APPENDIX D

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
E-Government & Customer Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Customer Service Centre	241	0	241	217	-24
E-Government	790	0	790	832	42
TOTAL SERVICE	1,031	0	1,031	1,049	18

APPENDIX E

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure /Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Financial Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Benefit Administration	64	0	64	72	8
Benefit Payments	47	0	47	-58	-105
Central Overheads	482	0	482	534	52
Financial Services - Accountancy & Admin	456	0	456	461	5
Financial Services - Internal Audit	157	0	157	128	-29
Grants & Donations	205	-9	196	196	0
Local Taxation	294	0	294	313	19
Revenues & Benefits System Control	56	0	56	21	-35
TOTAL SERVICE	1,761	-9	1,752	1,667	-85

APPENDIX F

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Legal & Democratic Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Administration & Registration	460	-27	433	404	-29
Committee Services	250	0	250	252	2
Corporate Facilities	106	0	106	73	-33
Elections	21	0	21	8	-13
Facilities Management	451	-180	271	362	91
Legal Services	234	0	234	236	2
Valuation Services	41	0	41	40	-1
TOTAL SERVICE	1,563	-207	1,356	1,375	19

APPENDIX G

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Organisational Development & Human Resources	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Human Resources & Organisational Development	465	0	465	409	-56
TOTAL SERVICE	465	0	465	409	-56

APPENDIX H

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Planning & Environment Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Development & Building Control	-104	0	-104	-77	27
Environmental Health	699	0	699	681	-18
Licensing	-8	0	-8	-37	-29
Planning Administration	-25	0	-25	33	58
Strategic Housing	461	-21	440	444	4
Strategic Planning	238	0	238	112	-126
TOTAL SERVICE	1,261	-21	1,240	1,156	-84

APPENDIX I

	Approved Budget	Exclude Capital Charges Budgets	Direct Expenditure/ Income Budgets April-March	Direct Expenditure/ Income Actuals April-March	Variance April-March
Street Scene & Waste Management Services	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000	2005/06 £'000
Car Parks	-682	-78	-760	-758	2
Cleansing	627	-134	493	567	74
Depot - Miscellaneous	-6	0	-6	-2	4
Environmental Enhancements	-24	0	-24	-36	-12
Garage	-4	-8	-12	-27	-15
Grounds Maintenance	450	-42	408	449	41
Highways	214	-24	190	202	12
Refuse Collection	2,227	-492	1,735	2,123	388
Street Scene Support	356	0	356	252	-104
Travel Concessions	410	0	410	415	5
TOTAL SERVICE	3,568	-778	2,790	3,185	395

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18th AUGUST 2006

INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT 1st QUARTER 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Head of Financial Services

1. SUMMARY

This report is structured in accordance with our corporate priorities and seeks to inform Performance Management Board of;

- 1.1 our 1st quarter results across a range of performance indicators that relate to corporate priorities so that Members can easily identify how different areas of performance contribute to our overall strategy and
- 1.2 the interrelationship between our financial position and operational performance focussing on key risk areas and any associated action/improvement plans that may be required.

2 RECOMMENDATIONS

2.1 It is recommended that:

- 2.1.1 Members note the content of this report and its appendices;
- 2.1.2 the current underspend to budget of £10k be noted
- 2.1.3 the predicted overspend be noted and members to request Heads of Service to review the services provided to reduce the overspends where appropriate
- 2.1.4 The use of balance be noted
- 2.1.5 the capital underspend of £549k against the Probable Revised Capital Programme at June 2006 be noted;
- 2.1.6 the progress made on capital schemes to date be noted.

3 CORPORATE PRIORITIES 2006/07

3.1 **Recovery Plan/Improvement Plan**

3.1.1 Background

Following the request for Voluntary Engagement with the Government the Council prepared a Recovery Plan to set out a framework for action to improve the performance of the Council over a two year period. The delivery of the Recovery Plan was approved as a key priority for the financial year 2006/07. Over the last month the Improvement Plan has been prepared to demonstrate clear actions for the Council to deliver the improvements required by the Government ministers.

3.1.2 Performance Indicators

In relation to the key priority there are a number of indicators that require action following the performance of the 1st quarter these include;

- **Process time for change of circumstance for benefit claims**
 - Performance was below target at 14.77 days (target 10.8) this was due to the vacancies within the team (underspent £21k on employees) together with a focus on new claims to ensure the new procedures were adopted by all staff. The team is now fully staffed and the performance has improved during the last month.
- **Payment of invoices within 30 days**
 - Performance was below target at 88.685 (target 97%). A number of actions including weekly reporting to Heads of Service of outstanding bills has been implemented which has resulted in an increase in the number of invoices being paid on time in July.
- **Housing Benefit Security**
 - The performance in respect of housing benefit security is below target in the majority of elements. This is due to staffing vacancies and a long term sick within the team. The posts are now appointed to and there is a planned action to improve the performance for quarter 2.
- **Accuracy of processing benefit claims and overpayments**
 - The performance is below target at 92% (target 99%). There has been a resulting increase in management checks and the team have identified training needs to improve the calculation accuracy.
- **Recycling and composting rates**
 - The performance is below target for the 1st quarter at 18.34% (target 21.05%). However this service is seasonal and the figures will fluctuate throughout the year. In order to improve the performance we are increasing number of residencies on the service.(We have agreed with the County Council for an option to collect co-mingled recyclates which will allow us to use smaller less specialised vehicles and thus access some of the properties that we currently cannot reach. This will increase the volume of recyclates collected and thus improve this BVPI.) We will also develop and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. (Waste Policy and Promotions Manager has recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.)
- **Household Waste Collection**
 - The performance is above target at 121kg (target 111kg per head of population). The smaller the figure the better the performance. This is primarily due to the continuing popularity of the recycling and composting services. Actions to improve the performance include developing and increase publicity of waste minimisation opportunities such as re-usable nappy schemes and home composting or macerators in conjunction with Waste Partnership members. A Waste Policy and Promotions Manager has

recently been appointed after a vacancy within the post for a period of 5 months which has limited the promotion and minimisation activities.

- **Missed household and trade waste collections**

- Reliability problems with vehicles has meant that on a number of occasions work has not been completed within the scheduled day resulting in an increase in the number or recorded missed collections. The manufacturer has been working to rectify faults and improve reliability for a number of months but there are still major difficulties. Contingency plans have been introduced to provide for spare capacity in times of breakdown to improve provision of the service. The latest figures are showing a significant improvement in performance compared with the same period last year but the indicator is not yet reaching target.

4. **Revenue Performance**

- 4.1 The Council approved a revenue service budget of £15.938m on 1st March 2006.

Appendix A-K show the details of the services and the current financial position together with the estimated outturn for 2006/07.

Budget Holders meet on a monthly basis with their accountants to discuss financial performance and to highlight areas of concern and where relevant prepare action plans to bring expenditure in line with the approved budget.

The reasons for the department variances as detailed in the appendices A-K are as follows;

Corporate Services – nil current overspend

The overspend to the financial year end reflects the expenditure on office moves within the Council House.

Culture and Community Services - £13k overspend

The current overspend reflects a combination of;

- Vacancies within the department £51k
- Underspends in relation to payments for lifeline contracts and the seasonal charges for grounds maintenance £22k
- General underspends on supplies and service contracts for marketing and promotion, arts projects and office expenses of £28k.
- Shortfalls on income generated from the leisure centre due to a reduction in the number of visitors. From April-June there has been a 7% reduction in the use of the pool and a 17% drop in the use of the fitness suite. The swimming programme has now been reviewed with the aim to generate additional income however the impact of the changes will be with effect from September and may not generate extra income until early 2007. Current shortfalls to income are £88k.

There is a concern that due to the lack of an enhanced fitness suite that there will be a continual drop in income generated. It is anticipated by Leisure officers that additional income will be received if the phase 2 refurbishment was approved.

The outturn position reflects the loss of projected income to the department together with the reduction in community safety grant which is

not comparable to the expenditure that the Council can reduce. In addition there has been maintenance work on the small pool and the filters to comply with Health and Safety Regulations that have cost an additional £17k.

There are a number of actions being undertaken by the department to mitigate the value of the overspend these include;

- Review of potential income streams
- Securing sponsorship for events / projects where appropriate
- Discussing levels of contract for maintenance
- Reviewing the utility contracts to ensure the Council is taking advantage of the most competitive rates.

E-Government and Customer Services - £28k underspend

The current underspend is due to software contracts not yet being paid. The anticipated overspend for 2006/07 is as a result of the department being fully staffed and therefore not meeting the target of 4% vacancy turnover, however an employee has recently left the ICT section and it is expected that the overspend will reduce during the remainder of the year.

Financial Services - £7k overspend

The overspend for the quarter and that predicted for the year (£41k) is due to the additional expenditure incurred on the DWP projects to improve the service provided by the Revenues and Benefits Service. These costs relate to the match funding that has to be met from the Council to ensure the DWP approves funding for the majority of costs. There is an action plan to reduce the impact of the match funding by utilising newly appointed staff rather than the agency teams that have been used for the projects in the past.

Legal and Democratic Services – nil current variance

The projected overspend of £4k is a result of a number of variances including;

- Vacancies within legal and valuation services
- Additional costs incurred in respect of gas and electric charges that were higher than anticipated

Organisation Development and Human Resources - £22k underspend

The financial savings as a result of the vacancy for the Head of Service has generated £20k to the department for the first quarter of 2006/07. The postholder is now in place and the predicted underspend for the year is £15k.

Planning and Environment Services – £139k underspend

The current underspend of £139k is due to the following;

- Vacancies for posts that the Council has been unsuccessful in appointing to (£75k). A revised structure has been agreed within the current budget and this will provide more operational staff to deliver the service without the need to recruit to a senior post.
- Current savings on consultancy fees £51k it is anticipated that the use of consultancy for advice on planning matters will not be overspent at the

end of the financial year. Other savings of £25k include those relating to equipment and office expenses.

- There is a significant shortfall to projected income for building regulation fees, planning applications and land charges £46k for the first quarter. This is due to the planning moratorium and the slight decrease in the housing market during the first quarter. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated by £193k.

It is planned that the employee underspends will offset the impact of the shortfall in income for 2006/07. The medium term financial plan review will address the issue of the income generated to the department.

Street Scene and Waste Management Services - £159k overspend

The current overspend is due to a number of factors including;

- **Car parks** the increased income from ticket sales has yet to be fully realised as the new charges were not implemented until 1st May. At present the projection is down by £36k against budget. However ticket sales have increased by 2% and income is up 5% on the same period last year. Refunds for parking at the dolphin centre have also increased projected at £56,000, compared to £9,000 last year. Collection costs have increased as more ticket machines have been purchased projected increase of £10,000. Permit sales are so far projected at £76,000 compared to the £135,000 in the budget. The projection for 2006/07 is that the income generated will be on target however the costs associated with the refunds at the Dolphin Centre will be significantly overspent to budget.
- **Cleansing** the underspend for the quarter and predicted to the end of the financial year is due to the vacancies in staffing for the new strategy that has not yet been fully implemented.
- **Depot Misc** relates to the general expenses of running the depot facility. The overspends to date and those predicted are as a result of the additional utility costs that have been charged by providers. The rates are to be reviewed with the aim to ensure the Council is offered the most competitive contract.
- **Environmental Enhancements** reflect a projected overspend of £36,000 due to the reduced use of the bring sites (because of the fortnightly household recycling collection) less credits are being received, the exact effect is not yet know however expenditure should reduce as the frequency of collections at these bring sites are reduced.
- **Refuse collection** has a projected overspend of £212,000 for the year this is due to an overspend of £100,000 on fuel (with prices still increasing), hire costs of trade waste vehicle, and recycling vehicles and increased running costs of the fleet until the vehicles are replaced later in the year.

There are a number of actions being undertaken to reduce the impact of the overspend these include;

- Reviewing contract for utility service provision to ensure the Council receives the most competitive prices
- Utilising the procurement manager to ensure compliance with procedures and demonstrate value for money in procurement
- Reducing the number of hired vehicles where appropriate.

It is anticipated that following the actions outlined above the overspend will be reduced.

A update to the financial outturn will be presented to members of the Performance Management Board in November 2006.

Treasury Management

A full report detailing the performance of the treasury fund managers will be presented to the Performance Management Board at the September meeting

5. Capital Programme

- 5.1 On 28th February 2006 Council approved the original Capital Programme for 2006/07 totalling £5.726 million.
- 5.2 On 18th August 2006 the Performance Management Board are being requested to recommend in the Revenue and Capital Budgets Outturn report for 2005/06, that Executive Cabinet approve capital budget carry forwards totalling £1.655 million from 2005/06 to 2006/07 for completion of schemes.
- 5.3 Overspends totalling £0.040 million in 2005/06 are also being carried forward to 2006/07 where schemes are continuing which will reduce the level of budgets available in 2006/07. The net level of budgets which requires adding to the original Capital Programme for 2006/07 is therefore £1.615 million.
- 5.4 The probable budget carry forward has been added to the original Capital Programme to form the Probable Revised Capital Budget for 2006/07 which now totals £7.341 million for capital monitoring purposes, and at June 2006 there is an underspend of £549k.
- 5.5 Expenditure activity is low in the first quarter of 2006/07 and generally relates to payments for items which were charged back to 2005/06 as sundry creditors although some are still outstanding. Many schemes are yet to start and are programmed for later in the year.
- 5.6 The scheme involving conversion of the old reception area of the Council House to office accommodation is due for completion soon and a £13k overspend is now being projected mainly due to additional works being required. This budget also includes additional costs for completing the Service Centre and when these are included the total projected overspend against available budget is £35k.
- 5.7 The ICT Infrastructure scheme is due to be completed shortly and a £79k overspend is being projected following the charging of management and support costs which were not included in the original budget. The new Human Resources Management and Information IT System (£30k) is unlikely to be completed this year after being delayed by the Council restructuring, and the Government Connect IT Scheme (£30k) cannot be started this year because of Central Government delays.
- 5.8 There is currently a major underspend of £197k on Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance where the lack of a Grants Administrator in the Private Sector Housing Team is causing delays in the processing of grant applications, and failure to

rectify this by September will result in a major underspend by the year end.

5.9 The scheme for providing a play area at the Dolphin Centre (£40k) will not be started this year because of other higher priority sites, and a £39k underspend is currently being projected on the CCTV scheme at Wythall/Drakes Cross.

5.10 The projected expenditure for the end of year is £7.118 million on all schemes which will result in an underspend of £223k compared to the Probable Revised Capital Programme for 2006/07. The latest position on all schemes can be seen on **Appendix L**.

6. **Use of Balances**

6.1 The Council had Revenue balances of £2.282m as at 31st March 2006 however during the course of the 2005/06 additional use of balances were approved which are committed in 2006/07. The total funding required amounts to £99k. Within the Medium Term Financial Plan it has already been approved that £334k and £500k of balances will be used in 2006/07 and 2007/08 respectively. This would further reduce the balances to £1.349m

Executive Cabinet have recently approved the funding associated with the improvement plan at a cost of £350k which would reduce the available balances to £999k.

7. **FINANCIAL IMPLICATIONS**

7.1 None other than in the body of the report.

8. **LEGAL IMPLICATIONS**

8.1 None.

9. **OTHER SUB HEADINGS**

9.1 None

Personnel Implications
Governance/Performance Management Considerations
Community Safety Considerations
Risk Management Considerations
Policy Considerations
Environmental Considerations
Equalities Implications

Background Papers

Full Performance Indicators report

Financial Position to include Revenue & Capital Monitoring reports to June 2006 and information on the use of balances

Contact officer

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APPENDIX A

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Service Department	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Services	1,099	282	282	-0
Culture & Community	3,012	783	795	13
E-Government & Customer Services	25	140	112	-28
Financial Services	1,731	501	507	7
Legal & Democratic Services	801	244	244	0
Organisational Development & Human Resources	37	-3	-24	-22
Planning & Environment Services	4,326	1,108	969	-139
Street Scene & Waste Management	4,908	1,103	1,263	159
TOTAL SERVICES	15,938	4,157	4,148	-10

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
1,117	17
3,089	78
39	15
1,767	36
805	4
22	-15
4,330	4
5,027	119
16,196	258

APPENDIX B

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Services				
Corporate Projects	100	0	0	0
Economic Development	89	22	18	-4
Retail Market	8	-1	-5	-3
TOTAL SERVICE	197	20	13	-7

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
100	0
96	7
8	0
204	7

APPENDIX C

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Corporate Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Policy & Performance	254	63	45	-19
TOTAL SERVICE	254	63	45	-19

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
251	-3
251	-3

APPENDIX D

	Approved Budget	Profiled Budget	Revised Actual	Variance
		April-June	April-June	April-June
Corporate Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Corporate Management	648	198	224	26
TOTAL SERVICE	648	198	224	26

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
662	13
662	13

APPENDIX E

	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Culture & Community Services						
Arts Services	315	73	78	4	317	2
Cemeteries	20	6	5	-1	15	-5
Community Safety	600	182	193	11	674	74
Culture & Community Services Management	-25	-6	-17	-11	-36	-11
Museums and TIC	142	36	26	-9	142	0
Parks & Open Spaces	417	104	100	-4	417	0
Spadesbourne Suite - General	88	19	19	0	88	0
Sport & Recreation General	351	88	79	-8	351	1
Sports Centres	1,104	282	312	31	1,121	17
TOTAL SERVICE	3,012	783	795	13	3,089	78

APPENDIX F

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
E-Government & Customer Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Customer Service Centre	41	10	9	-1
E-Government	-16	130	104	-26
TOTAL SERVICE	25	140	112	-28

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
54	13
-15	1
39	15

APPENDIX G

	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
Financial Services	£'000	£'000	£'000	£'000	£'000	£'000
Benefit Administration	271	68	120	52	340	69
Benefit Payments	48	12	-1	-13	46	-1
Central Overheads	83	30	30	-1	83	0
Financial Services - Accountancy & Admin	-3	-1	-21	-20	-22	-18
Financial Services - Internal Audit	-5	-1	2	4	4	9
Grants & Donations	171	101	79	-22	171	0
Local Taxation	1,174	294	308	15	1,163	-12
Recovery Plan - Financial Services	0	0	0	0	0	0
Revenues & Benefits System Control	-7	-2	-10	-8	-18	-11
TOTAL SERVICE	1,731	501	507	7	1,767	36

APPENDIX H

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June	Projected Outturn	Projected Variance
Legal & Democratic Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Administration & Registration	859	215	216	1	874	15
Committee Services	-8	-2	-1	1	-8	0
Corporate Facilities	-0	1	-3	-3	-9	-9
Elections	46	12	7	-4	46	0
Facilities Management	-82	10	19	8	-54	28
Legal Services	-12	8	10	2	-29	-17
Recovery Plan - Legal	0	0	0	0	0	0
Valuation Services	-3	-0	-5	-5	-15	-12
TOTAL SERVICE	801	244	244	0	805	4

APPENDIX I

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
Organisational Development & Human Resources	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Human Resources & Organisational Development	37	-3	-24	-22
TOTAL SERVICE	37	-3	-24	-22

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
22	-15
22	-15

APPENDIX J

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June
Planning & Environment Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Development & Building Control	536	134	114	-20
Environmental Health	962	242	212	-30
Licensing	15	4	2	-2
Planning Administration	-143	-32	-23	9
Strategic Housing	2,317	601	549	-52
Strategic Planning	638	160	116	-44
TOTAL SERVICE	4,326	1,108	969	-139

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
538	2
929	-32
16	1
-71	72
2,318	0
600	-39
4,330	4

APPENDIX K

	Approved Budget	Profiled Budget April-June	Revised Actual April-June	Variance April-June	Projected Outturn	Projected Variance
Street Scene & Waste Management Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Car Parks	-848	-205	-103	102	-758	89
Cleansing	1,233	321	294	-27	1,094	-139
Depot - Miscellaneous	355	14	28	14	407	52
Environmental Enhancements	-24	-6	15	21	11	36
Garage	-13	2	-24	-26	-54	-41
Grounds Maintenance	570	154	161	7	578	7
Highways	325	90	98	7	339	14
Refuse Collection	2,889	627	676	49	2,991	102
Street Scene Support	-0	-0	2	2	1	1
Travel Concessions	421	105	115	10	418	-3
TOTAL SERVICE	4,908	1,103	1,263	159	5,027	119

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
ACCOUNTING PERIOD 3 - JUNE 2006
SUMMARY

(1)	(2)	(3)	(4)	(5)	(6)	(7)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VARIATION TO BUDGET TO DATE (4 - 3) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (6 - 2) £'000
<u>DEPARTMENT</u>						
Financial Services	0	0	(200)	(200)	0	0
Legal & Democratic Services	97	13	(14)	(27)	123	26
Human Resources & Organisational Development	30	0	0	0	2	(28)
E-Government & Customer Services	1,225	9	(20)	(29)	1,277	52
Street Scene & Waste Management Services	1,346	391	390	(1)	1,328	(18)
Planning & Environment Services	1,858	248	44	(204)	1,678	(180)
Culture & Community Services	2,785	217	129	(88)	2,710	(75)
TOTAL	7,341	878	329	(549)	7,118	(223)

Underspends are shown as negative figures.

<p style="text-align: center;">BROMSGROVE DISTRICT COUNCIL CAPITAL BUDGET MONITORING STATEMENT - 2006/07 AS AT ACCOUNTING PERIOD 3 - JUNE 2006</p>												
<p style="text-align: center;">GENERAL FUND - FINANCIAL SERVICES</p>												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		Financial Services:-										
		There are no new schemes for Financial Services							0	0	0	
GC1071	CR	Pensions backfunding for employees transferred to BDHT	K Dicks	J Pickering	J Pickering	0	0	(200)	(200)	0	0	The credit value of expenditure to date relates to the reversal into 2006/07 of a sundry creditors declared in 2005/06, and the value will change to nil once the payment is made in the near future
									0	0	0	
									0	0	0	
									0	0	0	
		GRAND TOTALS				0	0	(200)	(200)	0	0	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - LEGAL & DEMOCRATIC SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
GC1066	CR	Replacement Electoral Software	K Dicks	A R Burton	D Poole	15	0	0	0	0	(15)	This scheme has been delayed by the effects of the organisational restructure and is unlikely to be undertaken this year. A request will be made to carry this budget forward to 2007/08 at the appropriate time if needed. If the proposed Spatial IT scheme proceeds this is likely to include some additional electoral facilities
GC1067	CR	Committee Minutes System	K Dicks	A R Burton	J Wright	18	0	0	0	24	6	This scheme was commenced in 2005/06 and is scheduled to be completed in 2006/07. A request has therefore been made to carry forward the remaining budget from 2005/06 to 2006/07 for the completion of the scheme. There is expected to be an overspend in the year of £6k because the budget does not include the cost of a new IT server because it was thought at the time that this would not be required, but this has not been the case. It has been agreed that the overspend is to be financed by Revenue savings in Legal & Democratic department.
GC1068	CR	Disabled Discrimination Act improvements (05/06)	K Dicks	A R Burton	A R Burton	14	0	0	0	14	0	A request has been made on the 2005/06 capital outturn to carry forward the unspent budget of £14k to year 2006/07 because further outstanding work is required to secure compliance under the Disabled Discrimination Act. (two specific projects are being a new Members' entrance and attention to the Spadesbourne Brook entrance).
GC1023	CR	Conversion of Council House Reception Area to Office Accommodation (Service Centre budget) - (funded from capital receipts)	K Dicks	A Burton	D Rogers-Davies	50	13	6	(7)	85	35	This budget was created from the underspend which occurred on building the new Service Centre. Additional costs of £22k relating to the Service Centre were charged to this budget in 2005/06 and there was also an underspend of £4k on the conversion of the Council House reception area. The net result in 2005/06 was therefore an overspend against the budget available of £18k in 2005/06. The original budget for 2006/07 was £68k and this has been adjusted for the 2005/06 net overspend (£18k) which reduces this years budget to £50k. Projected expenditure on the reception area this year is £85k thereby making a projected overspend of £35k against this reduced budget. If the costs relating to the Service Centre are excluded the overspend on the Council House reception area is estimated at £13k. The extra costs relate to additional work being required (electrical re-wiring, plastering, health & safety issues, & IT cabling). A report will be submitted to Executive Cabinet seeking additional budget funding. For further details also see the box below.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - LEGAL & DEMOCRATIC SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1023	CR	Provision of Service Centre - BDC Share (funded from capital receipts)	K Dicks	Robbie Hazlehurst	Robbie Hazlehurst	0	0	(20)	(20)	0	0	The credit value of expenditure to date relates to the reversal into 2006/07 of sundry creditors declared in 2005/06 which relate to late costs regarding the Service Centre (Contract retention, new doors, signage, architect fees). Once paid the balance should become nil. An approach is being made to Worcestershire County Council to obtain additional funding towards the £22k overspend at the Service Centre in 2005/06.
		GRAND TOTALS				97	13	(14)	(27)	123	26	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
GC1010	CR	New HR Information & Management system	K Dicks	J Pitman	D Poole	30	0	0	0	2	(28)	This scheme has been delayed by the effects of the organisational restructure and is unlikely to be undertaken this year. A request will be made to carry this budget forward to 2007/08 at the appropriate time.
									0	0	0	
									0	0	0	
									0	0	0	
									0	0	0	
		GRAND TOTALS				30	0	0	0	2	(28)	

CR = BDC Capital Receipts
 GG = Government Grants
 S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		IT Services:-										
		Implementing Electronic Government (I.E.G. Net) See projects below:-					0					
GC1108	CR	ICT Infrastructure Scheme (funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	441	0	(29)	(29)	520	79	The credit value of expenditure to date (£29k) relates to sundry credited invoices charged to 2005/06, which are reversed into 2006/07, and have not yet been fully paid. Payments in 2006/07 have mainly been for the sundry credited invoices and £29k remains unpaid at period 3. A request has been made to carry forward the £441k budget underspend from 2005/06 to 2006/07 because the project will be completed in the summer of 2006. An overspend of £79k is expected mainly because the project has been charged with support services recharges from Revenue in 2005/06, and a proportion of the cost of employing an interim Head of IT, both of which were not included in the budget for the scheme.
GC1122	GG & CR	Purchase Order Processing System (Funded from capital receipts & IEG Grant)	K Dicks	D Poole	D Poole	197	0	0	0	197	0	This project is expected to be completed within the financial year 2006/07. No start date can be given at this time.
GC1111	GG & CR	Internet/Intranet Development (funded from IEG Grant)	K Dicks	D Poole	D Poole	23	0	0	0	23	0	underspend from 2005/06 to 2006/07. The delays have been due to contract agreements with external suppliers [Worcestershire County Council]. The project is now up and running.
		SUB-TOTAL IEG 2005-06 Grant Allocation & Balances Brought Forward				661	0	(29)	(29)	740	79	
		IT Equipment, Upgrades, & Other Systems										
GC1072	CR	Corporate Budget for IT Upgrades (2006/07)	K Dicks	D Poole	D Poole	37	9	9	0	40	3	The budget for 2006/07 has been reduced by £3k for the overspend which occurred in 2005/06. The overspend is due to the charging of a share of the support services recharges to this scheme rather than overspending by the budget holder. The scheme will be completed in 2006/07.
-	CR	Corporate Budget for IT Upgrades - Increased Resources (2006/07)	K Dicks	D Poole	D Poole	14	0	0	0	14	0	The scheme will be completed in 2006/07.
GC1110	CR	Government Connect Scheme	K Dicks	D Poole	D Poole	30	0	0	0	0	(30)	A request has been made to carry forward the £30k budget underspend from 2005/06 to 2006/07. This project will not be completed within 2006/07 due to delays from Central Government in defining the exact configuration of the "Government Connect Scheme", therefore we cannot commence this scheme.
GC1119	CR	Upgrading to Radius Cash Receipting System (2006/07)	K Dicks	D Poole	D Poole	50	0	0	0	50	0	This project, which was approved in Jan 2006, will be completed in 2006/07.
GC1120	CR	Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System (2006/07)	K Dicks	D Poole	D Poole	33	0	0	0	33	0	This project, which was approved in Jan 2006, will be completed in 2006/07.
GC1121	CR	Replacement of Academy Revenues & Benefits IT System	K Dicks	D Poole	D Poole	400	0	0	0	400	0	The Academy contract ends March 2007. Monies to be used in 2006/07 to secure a replacement system.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - E-GOVERNMENT & CUSTOMER SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
-	CR	Spatial Project	K Dicks	D Poole	D Poole	0	0	0	0	0	0	The Spatial Project is a modernising programme involving the procurement of new integrated software to enable the transformation of service delivery and the achievement of full compliance with national E-Government priority outcomes. The scheme received approval from Executive Cabinet on 2nd August 2006, and a Project Management Board is to be established. There is a £500k capital budget requirement included in the business case for 2006/07 which may require re-phasing. Further details will be reported in due course.
		SUB-TOTAL IT Equipment & Upgrades				564	9	9	0	537	(27)	
		Customer Services:-										
		See Legal & Democratic Department for the Service Centre.							0	0	0	
		SUB-TOTAL Customer Services				0	0	0	0	0	0	
									0	0	0	
		GRAND TOTALS				1,225	9	(20)	(29)	1,277	52	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements
Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes										
		Technical Services:-										
GC1143	CR	Pay & Display Car Park Ticket Machines	P Street	M Bell	S Martin	20	0	0	0	20	0	The capital appraisal for this scheme has now been signed off and the scheme will proceed shortly. An accurate cost is not yet available and tenders will be invited in August/September.
GC1144	CR	Concessionary Fare Implementation of Smart Cards.	P Street	M Bell	S Martin	20	0	0	0	0	(20)	Worcestershire County Council are leading on this scheme and the current position suggests that the scheme will not proceed this year. We have however signed up to this and it is likely to proceed in 2007/08 so a request for budget carry forward will be made at the appropriate time.
GC052	CR	Green Lane Drainage Phase II (2003/04 Scheme)	P Street	M Bell	J Bailey	0	0	1	1	1	1	Late costs relating to an earlier year scheme.
		SUB-TOTAL Technical Services				40	0	1	1	21	(19)	
		Depot Services:-										
GC1085	CR	Replacement of Fleet Vehicles (Multi Lift Vehicles)	P Street	M Bell	J Woodfield	125	0	0	0	125	0	For the replacement of vehicle registrations P585 EOY & P584 EOY (stolen). A type of vehicle is currently on trial and the purchase is expected in quarter 4 of 2006/07.
GC1148	CR	Skips for new 18 tonne Depot Multi Lift Vehicles	P Street	M Bell	J Woodfield	20	0	0	0	20	0	This is related to the above scheme. The type of skips required are dependent on the type of vehicle selected.
GC1087	CR	New Tanker for Cesspools Work	P Street	M Bell	J Woodfield	58	0	0	0	60	2	Delivery is imminent.
GC1146	CR	Street Cleaning Vehicles & Equipment (Identified within the Depot Strategy)	P Street	M Bell	J Woodfield	507	0	0	0	507	0	The budget is intended for 3 mini mechanical sweepers, 6 pick-up vehicles, 4 trailers, 1 large mechanical sweeper, 5 pedestrian controlled sweepers, & replacement of plant. Tenders are being invited on 1st August for a selection of our requirements and some items will be trialled before more are purchased.
GC1147	CR	Replacement Rear Loading Trade Waste Collection Vehicle (Identified within the Depot Strategy)	P Street	M Bell	J Woodfield	130	0	0	0	130	0	Vehicle will be used to replace one which is currently being rented. Invitations to tender are being issued on 1st August and delivery will not be expected until quarter 4 of 2006/07 because of the long delivery times on such vehicles.
GC1150	CR	Improvements to Depot Site (2006/07 & 2007/08)	P Street	M Bell	M Bell	50	0	0	0	50	0	Improvements to the Depot yard and stores to meet health & safety issues are required and will commence shortly.
GC1145	CR	Graffiti Removal System	P Street	M Bell	M Bell	25	0	0	0	25	0	This scheme was approved by Executive Cabinet in Jan 2006 and was included for 2005/06. The intention was to obtain a second hand vehicle but close examination revealed serious faults which prevented the purchase. An application has therefore been made on the 2005/06 capital outturn to carry the £25k budget forward to 2006/07.
GC1155	CR	Vehicles & General Plant (b/f) - 3 Rear Loading Refuse Freighters	P Street	M Bell	J Woodfield	292	292	291	(1)	291	(1)	The original plan was to purchase 2 freighters in 2005/06 and 1 in 2006/07. However delivery delays have meant that all 3 vehicles have now been received in 2006/07. A request has therefore been made on the 2005/06 capital outturn to carry forward the £195k budget to 2006/07.
GC1046	CR	Ex Lease DAF FA60.180 Tanker Reg'n No P570 EOY	P Street	M Bell	J Woodfield	0	0	(1)	(1)	0	0	Under investigation, probable coding error.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - STREET SCENE & WASTE MANAGEMENT SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1089	CR	Pavement Sweepers for street cleansing	P Street	M Bell	J Woodfield	99	99	99	0	99	0	This was a 2005/06 scheme and it was not possible to obtain delivery before 31/03/2006. There is therefore a budget carry forward request for £99k for this scheme included in the 2005/06 capital outturn.
		SUB-TOTAL Depot Services				1,306	391	389	(2)	1,307	1	
		GRAND TOTALS				1,346	391	390	(1)	1,328	(18)	

CR = BDC Capital Receipts

GG = Government Grants

S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - PLANNING & ENVIRONMENT SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	ARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital	Funding	2006/07 Schemes										
Code		Strategic Housing:- Strategic & Enabling Housing Schemes:-										
GC1036	S106	4 Houses on garage sites(Grafton,Foxwalks)	P Street	D Hammond	A Coel	96	0	0	0	96	0	Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. A request has been made to carry forward the E64k budget underspend from 2005/06 to 2006/07.
GC1076	S106	5 Houses on garage sites (Ryfield)	P Street	D Hammond	A Coel	72	33	33	0	73	1	Scheme delayed by complications in the conveyance of the site to RSL but this is now resolved. Scheme ready to start but awaiting outcome of Housing Corporation bid to supplement funding and joint contractor appointment with BDHT to achieve best value for money. A request was made to carry forward the E57k budget underspend from 2005/06 to 2006/07.
		New Affordable Schemes:-					0					
GC1037	S106	Grants to RSL-York Rd,Hollywood La,Houndsfield Cl.	P Street	D Hammond	A Coel	32	0	0	0	32	0	Construction has started and 80% of the grant paid. The remaining 20% is budgeted to be paid in 2006/07.
GC1077	S106	Grants to RSL Villiers Road (Previously 38-42 Broad Street Scheme)	P Street	D Hammond	A Coel	120	0	0	0	120	0	The final 20% on this schemes is to be paid in 2006/07
GC1079	CR	Grants to RSL's - Housing to Rent (New build)	P Street	D Hammond	A Coel	115	0	0	0	115	0	Fully committed and schemes have commenced. A request was made to carry forward the E92k budget underspend from 2005/06 to 2006/07.
GC1081	CR	Grants to RSL's - Shared Ownership (New Build/Do-it-Yourself)	P Street	D Hammond	A Coel	22	0	0	0	22	0	The scheme was scheduled to commence in the 4th quarter of 2005/06 but did not. A request has been made to carry forward the E18k budget underspend from 2005/06 to 2006/07.
GC1082	CR	Grants to RSL's - Low Cost Shared Equity/Shared Rented Housing	P Street	D Hammond	A Coel	58	0	0	0	58	0	Fully committed to Bromford for Barrington Rd Scheme. Was scheduled to commence in the 4th quarter of 2005/06 but it did not. A request has been made to carry forward the E46k budget underspend from 2005/06 to 2006/07.
GC1139	CR	Grants to RSL's - Low Cost Housing	P Street	D Hammond	A Coel	160	0	0	0	160	0	This is a new scheme which is being developed.
GC1140	CR & S106	Grants to RSL's - Housing for Rent	P Street	D Hammond	A Coel	285	0	0	0	285	0	This is a new scheme which is being developed.
GC1141	CR	Grants to RSL's - General	P Street	D Hammond	A Coel	40	0	0	0	40	0	This is a new scheme which is being developed.
		Retained Housing Works:-					0					
GC1049	CR	Houndsfield Lane Caravan Site - Door & window replacements - amenity blocks	P Street	D Hammond	A Coel	8	2	0	(2)	8	0	A request has been made to carry forward the E8k budget underspend from 2005/06 to 2006/07 as budget was committed and work has now been completed.
		New Homeless Hostels Schemes:					0					
GC1075	CR	Burcot, Wythall, Holly, & Rubery Lodges - Refurb & Modernisation scheme	P Street	D Hammond	A Coel	19	5	2	(3)	19	0	A request has been made to carry forward the E1k budget underspend from 2005/06 to 2006/07.
		SUB-TOTAL Strategic Housing				1,027	40	35	(5)	1,028	1	
		Private Sector Renewal:-										

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - PLANNING & ENVIRONMENT SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC411		Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) (Now separated out - see below)									0	
GC412												
GC416												
	GG & CR	Mandatory Disabled Facilities Grants (DFG's) (Private & BDHT Grants) - Budget Only	P Street	D Hammond	A Coel	675	169	0	(169)	500	(175)	The lack of a Grants Administrator in the Private Sector Housing Team is currently causing delays in the processing of grant applications and if not rectified by September will result in a major underspend occurring. Work on the Housing CPA has also caused further delays. The performance of the Care & Repair Agency in processing grants is improving and under monthly scrutiny by housing officers.
GC411	GG & CR	Disabled Facilities Grants - Owner Occupiers	P Street	D Hammond	A Coel	0	0	7	7		0	
GC412	GG & CR	Disabled Facilities Grants - Tenant(Private)	P Street	D Hammond	A Coel	0	0	0	0		0	
GC415	GG & CR	Disabled Facilities Grants - Tenant(BDC)	P Street	D Hammond	A Coel	0	0	0	0		0	
GC416	GG & CR	Disabled Facilities Grants - BDHT	P Street	D Hammond	A Coel	0	0	2	2		0	
		Total Mandatory Disabled Facilities Grants				675	169	9	(160)	500	(175)	
GC1064	CR	Discretionary Home Repair Assistance & Housing Renewal Grants	P Street	D Hammond	A Coel	156	39	2	(37)	150	(6)	
		SUB-TOTAL Private Sector Renewal				831	208	11	(197)	650	(181)	
		Planning Services:-										
		There are no schemes for Planning Services				0	0	0	0	0	0	
		SUB-TOTAL Planning Services				0	0	0	0	0	0	
		Housing Programme:-										
HC013	CR	Contingency for various old contract retentions from prior years.	P Street	D Hammond	A Coel	0	0	(2)	(2)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.
		SUB-TOTAL Housing Programme				0	0	(2)	(2)	0	0	
		GRAND TOTALS				1,858	248	44	(204)	1,678	(180)	

CR = BDC Capital Receipts
GG = Government Grants
S106 = Section 106 Planning Agreements

Note: Underspends are shown as negative figures.

BROMSGROVE DISTRICT COUNCIL												
CAPITAL BUDGET MONITORING STATEMENT - 2006/07												
AS AT ACCOUNTING PERIOD 3 - JUNE 2006												
GENERAL FUND - CULTURE & COMMUNITY SERVICES												
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VIARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
Capital Code	Funding	2006/07 Schemes				£'000	£'000	£'000	£'000	£'000	£'000	
		Culture & Community Services:										
GC423	CR	Arts Centre (Joint With College) (2005/06 budget)	P Street	R Hazlehurst	R Hazlehurst	0	0	(55)	(55)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.
GC1095	S106	New Sporting Pitches (Garringtons/UEF)	P Street	R Hazlehurst	R Hazlehurst	60	0	0	0	60	0	A report was submitted to Executive Cabinet on 17 May 2006 to consider an application from Bromsgrove Cricket, Hockey and Tennis club relating to the provision of an artificial floodlit pitch at St Godwalds Park, and this was approved in principle. A meeting will be held with the club in August 2006 to progress the scheme further.
GC1096	S106	Wythall Teenage Sports Facility Scheme	P Street	R Hazlehurst	J Godwin	80	0	0	0	80	0	An evaluation of potential sites is currently being undertaken and it is hoped that the scheme will be complete in January 2007.
GC1097	S106	Wythall Park Play Area Refurbishment	P Street	R Hazlehurst	R Heard	0	0	0	0	0	0	Scheme is complete.
GC1098	S106	Callowbrook Park (Rubery) Improvement Scheme	P Street	R Hazlehurst	R Heard	35	0	0	0	35	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1094	CR	Restoration of Memorial Headstones in Bromsgrove Cemetery	P Street	R Hazlehurst	R Heard	26	0	0	0	26	0	Advice has been sought from other district councils on how to deal with this issue and a report to Executive Cabinet is planned in the autumn to look at the options. Assume at this stage that budget will be spent. A request has been made to carry forward the £16k budget underspend from 2005/06 to 2006/07.
GC809	S106	New Play Area Myhill Field Cofton Hackett (funded from S106)	P Street	R Hazlehurst	R Heard	0	0	0	0	0	0	The original budget included two £20k grant payments, one each in years 2005/06 & 2006/07. However both payments were made in 2005/06 so the overspend of £20k has been deducted from the budget for 2006/07, reducing it to nil. The scheme is complete and an official opening date has been set for 9th September 2006.
GC1116	S106	Bentley Village Hall - Refurbishment of Play Area Equipment.	P Street	R Hazlehurst	R Hazlehurst	20	20	20	0	20	0	Scheme complete.
GC1130	S106	Alvechurch - Swanslength Play Area Refurb/Extension	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1118	S106	Barnsley Hall - Requisition of Land & Provision of new play area (05/06)	P Street	R Hazlehurst	R Hazlehurst	79	0	0	0	79	0	The latest position is as follows: Consultation with residents on a play area design undertaken and play companies invited to provide initial design solutions/quotations; & an open demonstration day of 'Disc Golf' took place on Sunday 2nd April. Site meeting held with John Preston, English Partnerships on 7/3/06 to agree their boundary/access concerns. Negotiations with English Partnership on the purchase of the additional parcel of land continue via Solicitors on the basis of purchasing the land at minimal cost. Legal Dep't are negotiating on the transfer of the land. A request has been made to carry forward the £29k budget underspend from 2005/06 to 2006/07. Also subject to the Play Framework Contract referred to previously.
GC1113	S106	Belbroughton - Sports Storage Facilities & External Toilets	P Street	R Hazlehurst	R Hazlehurst	20	5	3	(2)	20	0	The first payment of this scheme for £1,500 was issued in 2005/06 and a claim for the remaining grant has now been received which will be paid in August 2006. A request has therefore been made to carry forward the £20k budget underspend from 2005/06 to 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07 £'000	BUDGETED PAYMENTS TO DATE 2006/07 £'000	EXPENDITURE TO DATE £'000	VIARIATION TO BUDGET TO DATE (9 - 8) £'000	PROJECTED YEAR END EXPENDITURE £'000	PROJECTED YEAR END VARIATION (11 - 7) £'000	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
GC1128	S106	Belbroughton - Skateboard Park.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Awaiting a bid to be prepared by the applicant. Assumed at this stage that completion is this year.
GC1131	S106	Blackwell - Relocation of Play Area	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Negotiations are underway with Worcestershire County Council over the use of their land for the play area. (St. Catherines Rd).
GC1134	S106	Charford Section 106 Schemes	P Street	R Hazlehurst	R Hazlehurst	100	0	0	0	100	0	Discussions are underway with BDHT on the use of land at The MARC Centre for a potential play area site. Comment re the Play Framework Contract also applies.
GC1135	S106	Dolphin Centre - Provision of Play Area.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	0	(40)	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations. Unlikely to proceed this year because of other priority sites.
GC1137	S106	King George V Playing Fields - Floodlights for multi use games area.	P Street	R Hazlehurst	John Godwin	30	0	0	0	30	0	We are preparing a bid to add value to this scheme & looking for some top up funding.
GC1138	S106	Oakalls - New Play Area.	P Street	R Hazlehurst	R Hazlehurst	40	0	0	0	40	0	Commencement is pending the awarding of the Play Framework Contract which will be under european procurement regulations.
GC1156	CR	Catshill 20:20 Community Project - Refurb of Play Area	P Street	R Hazlehurst	R Hazlehurst	35	0	0	0	35	0	The play area is complete and officially opened Saturday 17th June 2006.
GC1125	CR & S106	Catshill 20:20 Community Project - Cycle Track/Footpath Around field	P Street	R Hazlehurst	R Hazlehurst	25	0	0	0	25	0	Scheme is ongoing and will be completed this year.
GC1126	S106	Catshill 20:20 Community Project - Refurb of Catshill Village Hall	P Street	R Hazlehurst	R Hazlehurst	43	43	39	(4)	43	0	The scheme is virtually complete and retention has been held back.
GC1136	S106	Hagley - Play area refurbishment	P Street	R Hazlehurst	R Hazlehurst	40	40	40	0	40	0	This scheme was due to start in 2005/06 but delays have occurred, but the play area is now complete and open. A request has been made to carry forward the £20k budget underspend from 2005/06 to 2006/07.
GC1114	S106	Alvechurch - Completion of Sports Building at Rowney Green (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	10	0	0	0	10	0	The first 50% grant payment on this scheme was made in 2005/06 and the second instalment of £10k (for electrics and plumbing work) is due to be paid in July 2006 to complete the scheme. A request has therefore been made to carry forward the £10k budget underspend from 2005/06 to 2006/07.
GC1115	S106	Drainage improvements to pitch in Beoley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	7	0	0	0	7	0	A request has been made to carry forward the £7k budget underspend from 2005/06 to 2006/07. This scheme is now complete and is awaiting a claim from the parish council.
GC1129	S106	Pitch drainage works at Romsley (funded from S106)	P Street	R Hazlehurst	R Hazlehurst	15	15	15	0	15	0	This was a 2005/06 scheme and the parish council advised that the grounds works contractors had been postponed until April/May due to the ground conditions, however the scheme is now complete and we are awaiting a claim from the parish council. A request has been made to carry forward the £15k budget underspend from 2005/06 to 2006/07.
GC1106	S106	Barnt Green - Hewell Road /Bittel Road Park improvements	P Street	R Hazlehurst	R Hazlehurst	2	0	0	0	6	4	A request has been made to carry forward the £2k budget underspend from 2005/06 to 2006/07. This partially completed scheme will be finished this year. The projected year end overspend is showing due to expenditure on another scheme being incorrectly charged, by another department, to this scheme in 2005/06 and it is now too late to correct this (accounts now closed). There has been no actual overspend on the scheme, other than what has been stated.
GC1132	S106	Bromsgrove Town FC - Portable goals for Lickey End Recreation Ground	P Street	R Hazlehurst	R Hazlehurst	2	0	0	0	2	0	Release of this funding will support the provision of equipment to be tied in with the Barnsley Hall football pitch/changing rooms scheme and the partnership with the Town Boys FC. A request has therefore been made to carry forward the £2k budget underspend from 2005/06 to 2006/07.

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VIARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£'000	£'000	£'000	£'000	£'000	£'000	
GC1127	CR	Hunters Hill School, Blackwell. (Contribution towards new sports facilities)	P Street	R Hazlehurst	R Hazlehurst	130	0	0	0	130	0	A meeting has been held with the school in May 2006 and work is due to commence in early 2007. A request has therefore been made to carry forward the £130k budget underspend from 2005/06 to 2006/07.
GC1109	S106	Client - provision of Skate equipment	P Street	R Hazlehurst	R Hazlehurst	0	0	0	0	0	0	
SUB-TOTAL						959	123	62	(61)	923	(36)	
Dolphin Centre:-												
GC1093	CR	Replacment of Dolphin Centre Pool Plant	P Street	R Hazlehurst	J Godwin	55	0	0	0	55	0	The work will be carried out at the same time as the Phase II Upgrade to avoid closing the pool more than once.
	CR	Dolphin Centre Upgrade Phase II - Health & Fitness Suite	P Street	R Hazlehurst	J Godwin	1,192	0	0	0	1,192	0	Scheme is undergoing full evaluation and appraisal, and the probable start date is the 4th quarter of 2006/07.
GC352	CR	- Upgrade (b/f from 2002/03) (includes 2003/04 slippage)	P Street	R Hazlehurst	J Godwin	0	0	(28)	(28)	0	0	The credit value of expenditure to date relates to the reversal of sundry creditors declared in 2005/06 which are reversed into 2006/07 and which remain unpaid in the year to date.
SUB-TOTAL Dolphin Centre Schemes						1,247	0	(28)	(28)	1,247	0	
Liveability Grant Funded Schemes:-												
GC1026	GG	Improvements to Rubery Park (Funded from Government Liveability Fund)	P Street	R Hazlehurst	R Heard	139	94	95	1	139	0	A request has been made to carry forward the £139k budget underspend from 2005/06 to 2006/07. The ballcourt and skatepark have been installed and is due to be officially opened on Saturday 8th July 2006.
GC1027	GG	New park at Barnsley Hall (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	217	0	0	0	217	0	Still awaiting the conveyance of land via Solicitors from English Partnerships which has caused delays. Postal consultation period completed with residents of Woodland Grange (see also Barnsley Hall Play Area scheme). Site meeting held 7/3/2006 with John Preston English Partnerships to overcome/agree their boundary/access concerns. Site specific Football Development Plan produced. Site meeting held 7/3/2006 with Football Association representatives to reaffirm support for the scheme with a view to gaining Football Foundation grant. Architect commissioned to design and cost up proposals for changing rooms. A request has therefore been made to carry forward the £22k budget underspend from 2005/06 to 2006/07. The conveyancing process for the land shall dictate the spending profile over 2006/07 or 2007/08. Assumed at this stage that completion will be this year but it will be clearer as the year progresses.
GC1028	GG	Regeneration of two allotment sites (Funded from Government Liveability Fund £16k)	P Street	R Hazlehurst	R Heard	4	0	0	0	4	0	There will be meetings with allotment tenants in July to agree the spending priorities to complete this scheme. A request has been made to carry forward the £4k budget underspend from 2005/06 to 2006/07.
GC1025	GG	Improvements to Sanders Park (Funded from Government Liveability Fund & BDC)	P Street	R Hazlehurst	R Heard	43	0	0	0	43	0	Scheme will be completed in this year. A request has been made to carry forward the £23k budget underspend from 2005/06 to 2006/07.
SUB-TOTAL Liveability Grant Funded Schemes						403	94	95	1	403	0	
Community Safety Schemes:-												
GC1069	CR	C.C.T.V. Scheme 1 (Wythall/Drakes Cross)	P Street	R Hazlehurst	G Roche	176	0	0	0	137	(39)	A request has therefore been made to carry forward the £89k budget underspend from 2005/06 to 2006/07. It is anticipated that the scheme will be completed in August 2006 at a cost lower than budget.
SUB-TOTAL Community Safety Schemes						176	0	0	0	137	(39)	

BROMSGROVE DISTRICT COUNCIL
CAPITAL BUDGET MONITORING STATEMENT - 2006/07
AS AT ACCOUNTING PERIOD 3 - JUNE 2006

GENERAL FUND - CULTURE & COMMUNITY SERVICES

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
MONITORED AGAINST THE 2006/07 PROBABLE REVISED CAPITAL BUDGET			CORPORATE DIRECTOR	BUDGET HOLDER	BUDGET MANAGER	PROBABLE REVISED CAPITAL BUDGET 2006/07	BUDGETED PAYMENTS TO DATE 2006/07	EXPENDITURE TO DATE	VARIATION TO BUDGET TO DATE (9 - 8)	PROJECTED YEAR END EXPENDITURE	PROJECTED YEAR END VARIATION (11 - 7)	BUDGET HOLDER REASONS FOR MAJOR VARIANCES
						£'000	£'000	£'000	£'000	£'000	£'000	
											0	
GRAND TOTALS						2,785	217	129	(88)	2,710	(75)	

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

18th AUGUST 2006

This is a copy of the report that was considered and approved by Executive Cabinet on 2nd August 2006. The only change to this report is to incorporate within it the addendum report that was sent out separately on Planning and the mentor role.

IMPROVEMENT PLAN

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Kevin Dicks, Acting Chief Executive

1. SUMMARY

- 1.1 The purpose of this report is to present for approval the Improvement Plan (July 2006 – June 2007) of the Council which replaces the existing Recovery Plan.

2. RECOMMENDATION

- 2.1 It is recommended that the Executive Cabinet:
- 2.1.1 Endorse the proposed Improvement Plan;
- 2.1.2 Note the position with regard to the CPA and the potential outcome;
- 2.1.3 Request Council to release £350,000 from reserves in order to increase the capacity of the Council to deliver the Improvement Plan; and
- 2.1.4 Approve for inclusion within the Medium Term Financial Plan the additional resource requirements.

3. BACKGROUND

- 3.1 The Council underwent a Corporate Governance inspection in October 2001 which found there were significant failings in the Council. The Council then underwent a re-inspection in March 2003 which concluded that whilst limited improvements had occurred since the previous inspection, progress was still insufficient to reach a satisfactory level and significant challenges were unresolved. In particular, Inspectors highlighted the following key concerns:
- strategic corporate objectives and priorities based on a Community Plan;
 - strategic management and leadership capability and capacity;
 - member-to-member and member-senior officer relations;
 - day-to-day routine financial management and systems;
 - a robust medium term budget aligned with the objectives and priorities of the Council's Corporate Plan.
- 3.2 Senior elected Members recognised the scale of the task and the need to

be more open to external guidance and support. The Improvement and Development Agency (I&DeA) was engaged to assess and recommend an Improvement Plan and Senior Management Structure in response to the findings of the CGI report. Moreover, the Audit Commission decided to augment the process of inspection and support by establishing regular quarterly Corporate Governance Inspection monitoring meetings the first of which was held in September 2003.

3.3 In June 2004 the Council decided to be proactive and request Voluntary Engagement with the Government in order to secure guidance and support towards achieving progressive improvement in the performance of the Council. The Audit Commission also accepted the Council's request to delay the Comprehensive Performance Assessment (CPA) scheduled for September 2004 and the Council accepted a notional rating of "Poor"

3.4 Voluntary Engagement reflected a new self-awareness on the part of Members and Officers to tackle long-standing and deep-seated weaknesses within the Council. In response to a letter from the Office of the Deputy Prime Minister outlining the Minister's concerns, a comprehensive Recovery Plan was agreed and approved by the Minister in November 2004. The Minister also appointed a Lead Official and Monitoring Board to oversee implementation of the two-year plan.

3.5 The Recovery Plan was established to address the Ministers main concerns as follows:

- stabilise the urgent financial control and budgetary issues;
- provide clear strategic leadership, particularly in terms of:
 - effective operation of full council and its various Committees, with wide member engagement;
 - further improved senior offer / member collaboration;
 - partnership working, notably with regard to the development of the LSP and delivery of the Community Plan;
 - production and implementation of an up to date Corporate Plan with a clear alignment between corporate priorities and the financial planning process.
- produce and implement a comprehensive organisational development strategy;
- develop the essential building blocks of effective performance management, risk management and procurement processes;
- produce and implement comprehensive strategies for communication and consultation

3.6 The Recovery Plan is on target to be delivered in accordance with the agreed timescales of March 2007. Members and officers identified the need to review the recovery plan as it was felt to be too inwardly focused and needed to concentrate more on improving service performance and outcomes for local people. To this end we have been working with our new Lead Official However over the last couple of months to develop an Improvement Plan.

4. IMPROVEMENT PLAN

4.1 In order to develop the high level areas for inclusion in the Improvement Plan an "away day" was held on Saturday 24th June, this included the Executive Cabinet and the Corporate Management Team (CMT). This

event was primarily organised and run by officers and members from the Council however Annie Shepperd (Chief Executive of Walsall) supported by a small team of colleagues provided challenge on the day. The general feeling of all participants was that the day was a success and the approach adopted by Annie was extremely useful. The day was challenging, focussed on business but was also both enabling and empowering.

- 4.2 The main headlines of the Improvement Plan are as follows:
- Corporate and external improvements
 - Improved image / perception of the Council
 - Effective risk managed communication and consultation, internal/external
 - Modern inclusive Council engaging all communities including minority groups.
 - Clear Strategic Direction for Council Developed
 - Progress Towards Tangible Outcomes from Partnership Working
 - Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.
 - Improve Customer and Performance Culture of Council
 - Planning and Environment
 - Re-development of Bromsgrove Town Centre
 - Re-development of Longbridge Site
 - Improved Housing for the District
 - Improved Planning Service
 - Culture and Community
 - Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents
 - Street Scene and Waste Management
 - Improved Streetscene and improved collections.
 - E-Government and Customer Services
 - Improved Access to Services Electronically
 - Reduction in Number of Complaints.
 - Improved Customer Service – Customer Service Centre
 - Improved Customer Service – Whole Council
 - Human Resources and Organisational Development
 - Improved Governance
 - Suitably Skilled Workforce
 - Improved Performance in Key HR Measures
 - Financial Services
 - Improved Financial Management and an Improved Benefits Service

4.3 Since the event on 24th June the CMT have been working hard to develop the detailed improvement plan (Appendix A) the main headlines of which were agreed by the Performance Management Board at its meeting on 14th July 2006. The Improvement Plan will be submitted to the next Board meeting for fuller consideration.

4.4 The timescales as set out in the Improvement Plan were established with a view to undergoing a CPA in December 2007 and achieving a fair rating. However it is unlikely that the Council will be allowed to delay a CPA for this

long as we are the only Council in the country not to have undergone an inspection. The likely date for a CPA is June 2007; however this very much depends on how the Council progresses over the next few months and could be sooner. It is also worth noting that if the Council does undergo a CPA in June 2007 then, because of the backward looking nature of the methodology, it is unlikely that the Council will receive more than a "weak" rating. It is essential therefore that the Council delivers against the Improvement Plan over the next few months in order to demonstrate a positive direction of travel.

4.5 The draft Improvement Plan was presented to the Government Monitoring Board on 18th July where it was generally accepted as being a robust plan for improvement; however it was felt to be challenging in terms of what was trying to be achieved in the timescales. The plan was felt to be more outwardly focused and targeting PI's that were in areas of concern.

4.6 It is recommended that Members endorse the Improvement Plan as set out at Appendix A.

5. ORGANISING TO DELIVER SERVICE IMPROVEMENT

5.1 I have commented earlier in the report about the Improvement Plan being more outwardly focussed and concentrates more on improving service performance and outcomes for local people. It is therefore essential that we organise to deliver service improvement and to ensure that this can be sustained. With regard to officers it is essential that everyone is clear as to who is responsible for what. This is made even more critical with an Acting Chief Executive. The structure with responsibilities is summarised below with more detail provided at Appendix B.

5.2 The Acting Chief Executive will directly manage the following staff:

- Corporate Director (Services)
- Assistant Chief Executive
- Head of Financial Services (Section 151 Officer)
- Head of Legal and Democratic Services (Monitoring Officer)
- Head of e-Government and Customer Services
- Head of Human Resources and Organisational Development
- PA to Chief Executive / Leader

It has been decided, at this stage, not to backfill the Corporate Director (Resources) post in its entirety (see later in report).

The Corporate Director (Services) will directly manage the following staff;

- Head of Street Scene and Waste Management
- Head of Culture and Community
- Head of Planning and Environment
- Economic Development Manager (due to importance of Longbridge and the Town Centre redevelopment).

- 5.3. Delivery of the Improvement Plan will form part of the part of the developing Performance Management Framework as follows:

Figure 1: Performance Management Framework



Note: The Improvement Plan will form part of Service Business plans for 2007/08 however from an individuals Performance Review and Development (PR&D) perspective it will be a main target for delivery with immediate effect.

- 5.4 Delivery of the Improvement Plan will be monitored at CMT on a monthly basis. Individual areas will be monitored at monthly one to one supervision sessions, however this will be supplemented by immediate feedback on areas of concern.
- 5.5 In order to ensure delivery of the Improvement Plan it is essential that we involve as many staff as possible. We will ensure that Senior Managers (next level down from Heads of Service) are fully engaged in the process. In order to ensure that as many staff are aware of and engaged with the delivery of the improvement plan we will also continue to use the staff champions (who were identified as part of work to formulate the council priorities).
- 5.6 In addition to the above it is accepted that we need to work better together and break down any barriers that exist between departments. An example of this is the running of PI Clinics by Legal Services where officers were working together to identify areas (in this instance enforcement) to improve performance.
- 5.7 It is essential that improvements to the Council are driven from the top of the organisation and I have outlined above how this will be undertaken from an officer point of view. From a Member perspective the Cabinet need to "own" the Improvement Plan and to be individually (portfolio holder) and collectively accountable. In order to ensure this the Improvement Plan will be reported to Performance Management Board (PMB) on a monthly basis and portfolio holders will attend to highlight performance and address any

areas of concern. By reporting through PMB this will ensure cross party challenge of the delivery of the Improvement Plan.

6. **CAPACITY**

6.1 In order to deliver the Improvement Plan there is the need to increase capacity, in certain areas within the organisation. This is summarised as follows together with the approximate cost:

Description	Note	Amount 2006/07	Amount 2007/08	Ongoing costs
Corporate				
➤ Mentoring for Acting Chief Executive	1	65,000	18,000	0
➤ Equality and Diversity	2	10,000	10,000	10,000
➤ Access audit	3	5,800	0	0
➤ Communications Manager	4	28,000	42,000	42,000
➤ Additional resource to drive improvement	5	28,000	42,000	42,000
➤ Increased frequency of Council Chat	6	5,000	10,000	10,000
➤ Inspection preparation	7	10,000	0	0
➤ Peer assessment	8	5,000	0	0
➤ Support for Community Engagement agenda	9	8,000	0	0
➤ Hit squads	10	20,000	10,000	0
➤ Improvement Pot	11	80,000	0	0
Financial Services				
➤ Developing a VFM Strategy	12	15,000	0	0
➤ Embedding VFM approach	13	29,400	40,400	0
Planning and Environmental Service				
➤ External support	14	12,000	0	0
e-Government and Customer Services				
➤ 2 additional Customer Service Advisors	15	31,000	46,000	46,000
Sub-Total		352,200	218,400	150,000
Less: savings from Corporate Director (Resources post) and Risk Management Officer	16		(125,900)	(126,000)
Total		352,200	92,500	24,000

Notes:

1 I have taken on the role of Acting Chief Executive however the DCLG have insisted that I have a strong mentor in order to ensure that I can develop into the role. This is something that I welcome. The Mentors role is to give advice and support from a more experienced Chief Officer with the aim of improving my capacity. The mentor will also

provide challenge, support to understand difficult situations and to offer solutions.

I am currently being mentored by Annie Shepperd (Chief Executive of Walsall). To date there have been 4 face to face sessions (including the improvement planning day held at BDC offices on 24th June). The sessions have been extremely useful and have covered such issues as:

- Focus on Performance Improvement
- Managerial / Leadership capacity – additional resource
- Local Neighbourhood Partnerships / Engagement – initial session included Leaders of both Bromsgrove and Walsall
- Planning Service – both PI's and wider issues about delegations / training etc.
- Get out and meet the staff – understand their issues but use it to demonstrate leadership style – felt initially that this was more important than partners.

Annie Shepperd's new role as Chief Executive of Southwark is unlikely to allow her much time to dedicate to this role the Council has approached Bill Roots to see whether he can undertake this role. It is anticipated that the Council will need this support for a period of 12 – 18 months. Appropriate protocols will be agreed when the new mentor is in place.

- 2 A key element of the Improvement Plan is the Council's approach to Equality and Diversity and ensuring that it is embedded within the Council. The funds requested for 2006/07 are to enable consultation to be undertaken on the All Inclusive Equalities Statement, the request for 2007/08 is to address any issues of concern.
- 3 To all also help address the equality and diversity agenda it is essential that the Council undertakes an access audit to its building. This may result in a requirement to undertake additional works.
- 4 One of the main areas for improvement within the Council is still Communications and Consultation and in order to address this it is proposed that we appoint a Communications Manager.
- 5 Performance Improvement is a significant concern within the Council and it is therefore proposed to increase the resources in this area. This includes employment of another Performance Officer and increasing the Assistant Chief Executives remit to include responsibility for challenging Heads of Service performance.
- 6 As mentioned earlier we need to improve communication and as such it is felt that we should increase the frequency of Council Chat to 4 times per year.
- 7 Whilst we are looking to increase the resource available to the Assistant Chief Executive it is felt that some additional resource is required to prepare for the number of inspections that the Council

faces over the next few months.

- 8 In preparation for the CPA we will need to undertake a Peer Assessment.
- 9 The Council needs to improve with regard to Community Engagement and this is to enable the Leader to receive expert advice from an improving Council.
- 10 In order to drive service improvement in areas of concern it is felt that we need a sum of money to be able to bring in expertise from outside to “challenge” our service delivery processes.
- 11 The Government Monitoring Board are still concerned at not backfilling Corporate Director (Resources) post however it is felt that this post wouldn't directly contribute to the delivery of the Improvement Plan, however in order to ensure we can react quickly to areas of concern it is requested that £80,000 be allocated to an Improvement Pot.
- 12 A key area of improvement is value for money and it is felt that we require some expert resource to develop an overarching approach and strategy to VFM. This is something that would have originally fallen to the Corporate Director (Resources).
- 13 We need to embed VFM within the Council and it is therefore proposed to appoint an officer on a 2 year fixed term contract. The remit of the post will be to benchmark the costs of each service area with other authorities and to help deliver the VFM Strategy.
- 14 We have engaged officers from Walsall to help address not only the Performance in planning but also to look at our processes and policies so that we can ensure the improvements are sustainable. They will also look to see how and if we can balance the moratorium with the Government agenda.
- 15 Performance at the Customer Service Centre is still a concern and we are looking to address this by ensuring that the back office and the front office work together better. The County are due to “fund” two additional posts at the CSC however they will not do this until performance improves and we take on more of the County services. It is therefore suggested that we increase the staffing establishment by 2 posts and review the position when the County decide on increased funding.
- 16 Within the restructure it had originally been anticipated that we needed a post of Risk Management officer however after further consideration it is felt that this can be addressed as part of another officers duties and therefore a saving can be offered. It is assumed that the costs of the Corporate Director (Resources) in 2007/08 can offset the costs. However this will need to be reviewed when the post of Chief Executive is resolved.

It is recommended that Executive Cabinet endorse the proposals for increased capacity and request Council to release £350,000 of balances in

2006/07 and include the implications for 2007/08 and ongoing costs in the review of the Medium Term Financial Plan.

6.2 As mentioned earlier the Government Monitoring Board is still “nervous” over the capacity within the organisation, however it is probably worth noting that we have increased management capacity over the last few months and only since July have we had a permanent management team in place.

6.3 The restructuring addressed the following:

- Creation of the Head of Financial Services position
- Creation of the Head of HR & OD position
- Increased resources in HR & OD
- Additional resources in Legal Services
- Creation of the post of Assistant Chief Executive (only filled since November 2006)
- Filling the post of Corporate Director (Services) – filled permanently since November 2006
- Additional resources in Revenues and Benefits
- Rationalisation of structures in Accountancy and Audit and better quality staff as a result

6.4 As identified above we have already increased resources / capacity in HR & OD however we have further increased this with regard to the following:

- Member development (funded by CBF)
- Workforce planning (funded by CBF)
- Job Evaluation – support from WMLGA (budget in place)

6.5 Given the above areas where I feel we are lacking in capacity I do not, at this present time, feel it is necessary to backfill for the Corporate Director (Resources) post however I suggest that we keep this under review.

7. PLANNING & ENVIRONMENT SERVICES

7.1 A key element of the Improvement Plan is to drive performance up in Planning. We have therefore decided to re-structure the Development and Building Control sections in such a manner as to improve performance in those sections, especially in regard to BVPI performance indicators.

7.2 The table below highlights the steady decline in the performance of the Development Control Unit with regard to national BVPI Target in the last two years:

Quarter	Major %	Minor %	Other %	Overall 8 week %
April-June 04	22	86	91	88
July-Sept04	75	85	88	87
Oct-Dec04	36	78	90	86
Jan-Mar05	57	74	83	80
April-June 05	62	70	80	77
July-Sept	20	34	71	64

Jan – March06	30	54	76	67
April – June06	56	37	65	58

- 7.3 The reasons for the decline have been well documented but are generally surrounding the issues of recruitment and retention. In addition the authority as a whole undertook a restructure during which it was not possible to recruit to vacancies. As a consequence performance declined as case officers were overloaded at a time when the Unit also lost its Development Control Manager, through internal promotion. That post has still not been filled despite two national adverts as well as the addition of a market supplement.
- 7.4 In the latest letter to Council leader Roger Hollingworth, the Minister, Angela Smith MP advised that this was a key area for improvement.
- 7.5 In response to the above a restructure of the Development Control Unit has been undertaken, the structure chart for which is set out in Appendix C of this report. This has followed facilitated discussions with Walsall MBC. In summary the following actions have been taken:
- Deletion of the Development and Building Control Manager post and a re-distribution of funding as a consequence.
 - A move to an Area team management structure, with two Area Planning Officers (and an Area Building Control Officer) reporting directly to the Head of Planning Services.
 - Increasing the salary scales of the existing Team leaders to reflect their increased responsibility as Area Officers.
 - Redirect the Senior Enforcement Planning Officer post to that of a case officer in an area team.
 - Fund a new case officer post from Planning Delivery Grant.
 - As a consequence increase the number of case officers from 7 to 9.
 - By increasing the case officer numbers, the Area Planning Officers can manage the Unit as well as dealing only with “Major” applications to ensure that that target area is met.
 - In addition add one enforcement officer to each area team reporting directly to the Area Planning Officers.
 - Create a Senior Enforcement Officer post to deal with planning applications that come from enforcement investigations, as well as fighting enforcement appeals and drafting enforcement notices. The post can float between both area teams and affords progression opportunities for Enforcement Investigators. The post will report to both team leaders depending upon which area it is working in at that time.
 - In Building Control it is intended to increase one team leader role to make it manage the whole unit and be more strategic.
 - Employ one additional Building Control Surveyor to back fill the above

operational duties.

- 7.6 The creation of the above structure will focus Council resources on Development Control performance in a manner far more suited to achieving BVPI targets.

8. MENTOR

- 8.1 As mentioned in the main report as Acting Chief Executive I was being mentored by Annie Shepperd (former Chief Executive of Walsall) however due to Annie becoming Chief Executive of Southwark it will not be possible for this to continue and as such the Council have approached Bill Roots to undertake this role. The Lead Official is in discussions to finalise arrangements.
- 8.2 In the recent visit to see the Minister Angela Smith, Parliamentary Under Secretary of State, she emphasised the importance of the mentor to both me, as Acting Chief Executive and to the authority in delivering the required improvements. She also explained that she wanted the remit to be broader than the usual mentoring role and that she wanted it embedded within the management structure of the organisation.
- 8.3 It is felt that the best way to embed this within the organisation is for the mentors role to become one of Improvement Director. Although the role will still act as a mentor to me in undertaking the Chief Executives duties it will also ensure that the Council is delivering the Improvement Plan, ensuring there is evidence to support that improvement and making sure that the improvement is sustainable. The Improvement Director will also sit on the Corporate Management Team (CMT) of the Council.
- 8.4 The exact role and protocols for the working relationship will be developed in conjunction with Bill Roots (if he can take up the role) and the Lead Official John Edwards. These will be agreed with the Leader of the Council.
- 8.5 Appendix B report has been redrawn to show how this role will be embedded within the organisation.

9. FINANCIAL IMPLICATIONS

- 9.1 The Council had Revenue balances of £2.282m as at 31st March 2006 however during the course of the 2005/06 the additional use of reserves was approved. The outturn for the year will be reported to PMB in August and it is likely that some of the original use of reserves may still be required (£277,000). This could reduce the amount of reserves to £2.005m.
- 9.2 Within the Medium Term Financial Plan it has already been approved that £321,000 and £500,000 of balances will be used in 2006/07 and 2007/08 respectively. This would further reduce the balances to £1,184,000.
- 9.3 If approved the release of £350,000 would reduce this to £834,000 which is £16,000 below what has previously been assessed as the minimum level of balances. However given that the amount required to cover the actions agreed as part of the 2005/06 has not been finalised (£277,000) and that the amount requested for approval to address the improvement plan includes an Improvement Pot which it is hoped won't be needed it is felt

that this is affordable however it will place increased pressure on the Medium Term Financial Plan.

10. LEGAL IMPLICATIONS

10.1 None

11. CORPORATE OBJECTIVES

11.1 One of the Council's priorities is to get out of engagement – the proposals contained within this report are key to that.

12.1 RISK MANAGEMENT

12.1 If the Council does not embrace and deliver the Improvement Plan there is a significant risk of the Government intervening.

12.2 In accordance with the Risk Management Strategy a separate risk register will be developed for the Improvement Plan. Risks for each action have been included within the improvement plan and these, together with the mitigating actions, will form the basis of the risk register. However it is felt that most of these risks will be addressed by the investment of additional resources.

13. OTHER SUB HEADINGS

13.1 Procurement Issues

None

13.2 Personnel Implications

Covered in the report.

13.3 Governance/Performance Management Considerations

Key to addressing the actions needed to get out of recovery.

13.4 Community Safety Considerations

None

13.5 Policy Considerations

None

13.6 Environmental Considerations

None

13.7 Equalities Implications

Actions contained within Improvement Plan are central to addressing the Equalities and Diversity agenda.

Background Papers

- Recovery Plan
- Improvement planning day
- Council Plan

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Appendix A



Improvement Plan – July Update

Corporate & External Improvements					
1.	Expected Outcome	Improved Image/Perception of the Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
1.1	Upward trend in public perception from baseline set through first wave of surveys (satisfaction survey).	Implementation of customer measures through a new outsourced customer panel, with two waves of surveying complete	31 December 2006 (Wave1) 30 September 2007 (Wave 2)	HB	Budget in place for Customer Panel and staff training.
1.2	Ensure regular consultation with the public on key decisions for the Council.	Establish customer panel. Consultation Policy and Guidance for managers to support use of Panel (including views of young people)	31 July 2006. 31 August 2006.	HB	Budget in place for Customer Panel and staff training. Policy in draft.
1.5	Modernise Council brand	Undertake a review of the Council's marketing, graphic design and reprographics function and develop brand.	30 September 2006	HB	Potential creation of Graphics / Marketing Team dependent on review by I&DeA
1.4	Increase the percentage of positive articles in the local press.	Develop a more pro-active approach to media coverage and positive relationship with the local media Improved service delivery to reduce negative stories. Identify and celebrate success	30 November 2006 See rest of Improvement Plan. On-going.	HB CMT HB	Appoint new Communications Manager. See rest of Improvement Plan. Appoint new Communications Manager

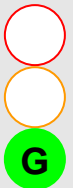
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1.3	Increase the % of employees from minority ethnic communities (BV17a)	Conduct survey of staff (asking staff to fill in gaps in information and analyse through payroll system).	31 August 2006	JP	Head of HR & OD Senior HR Advisor All Managers All staff To be funded from services
		New advertising brand to be developed to promote the Council as a modern, open employer thereby attracting more diverse applicants.	31 August 2006	JP	
		Production and analysis of recruitment statistics collected.	31 August 2006	JP	Head of HR&OD Senior HR Advisor Recruitment/Advertising Agency - to be funded from services CMT To be funded from training budget
		Ongoing training on equal opportunities and recruitment procedures	Ongoing	JP	

Progress Update



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
1.1	Public Perception														
1.1.1	Award Customer Panel contract.	HB													Price above budget.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
1.1.2	Agree focus groups for development of customer standards.	HB													Getting public to attend.
1.1.3	Undertake focus groups.	HB													Political sensitivity.
1.1.4	Develop questions for first Panel survey.	HB													Information on priorities not ready.
1.1.5	Undertake survey.	HB													Problem with contractor.
1.1.6	Feedback results.	HB													Delays by contractor.
1.1.7	Repeat survey.	HB													Budget for 2007/08
1.2	Regular consultation														
1.2.1	Award Customer Panel Contract.	HB													Price above budget.
1.2.2	Agree Consultation Guidance for managers.	HB													Not agreed.
1.2.3	Re-fresh Department's Consultation Plans for next 6 months.	HB													Not completed due to other pressures.
1.2.4	Link requirements to Customer Panel.	HB													Lack of manager understanding of the Panel.
1.2.5	Undertake consultations as required.	HB													Managers not prepared to use Panel.
1.2.6	Departments develop	HB													Business Planning

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	2007/08 consultation plans.															timetable delayed.	
1.2.7	Work with contractor to enable 2007/08 consultation plans.	HB															Problems with contractor.
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		Risks	
1.5	Brand																
1.5.1	I&DeA complete interviews with staff.	HB															Delay by I&DeA
1.5.2	Draft Style Guide and review completed.	HB															As above.
1.5.3	Agree actions with CMT.	HB															Unable to agree.
1.5.4	Agree Style Guide with Leader.	HB															Unable to agree.
1.5.5	Further actions are dependent on outcome of review.	HB															Costs of implementation.
1.4	Positive Press Articles																
1.4.1	Agree Job description for Communications Manager.	HB															Budget not available.
1.4.2	Advertise post.	HB															Poor response.
1.4.3	Appoint Communications Manager.	HB															Paperwork delays.
1.4.4	Manager starts.	HB															Change of circumstance.
1.4.5	More pro-active approach developed by manager.	HB															Poor appointment.
1.4.6	Press Officer to have	HB															Lack of mgmt

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	monthly one to ones with each HoS.															supervision.
1.4.7	Press to be a standing item on weekly SMT agenda.	HB														Other pressing business overrides consideration.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
1.4.8	ACE to meet with Press Officer every Monday.	MP													As above.
1.3	% workforce BME														
1.3.1	Establish accurate information on workforce profile by sending out pro-forma asking for verification/identification of missing information	JP													Lack of completion.
1.3.2	Start analysing recruitment/HR data on equal opportunities information	JP													Lack of information.
1.3.3	Agree and adopt new corporate employer advertising style	JP													Lack of agreement.
1.3.4	Run equal ops training programme on an ongoing basis.	JP													Non attendance.
1.3.5	New application form for recruitment – removal of personal information	JP													Delay in implementation – managers getting used to forms

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Corporate & External Improvements					
2.	Expected Outcome	Effective risk managed communication and consultation, internal/external			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
2.1	Number of press releases used for "banana skins". Number of press releases used (general)	Executive forward plan required including identification of communication risks. Development of communication Plans for "banana skins".	31 August 2006 As and when "banana skins" identified.	KD HB	CEO Office. Press Officer.
2.2	% of staff who receive Core Brief. % of staff who know what the Council's Vision and priorities are.	Employee Survey to check. Agree and publish new Vision and Priorities.	31 January 2007. September Full Council.	HB/JP	Customer Panel. Corporate Communications, Policy and Performance Team.
2.3	% of public who remember seeing Council Chat (name to change). % of public who think the Council is improving.	4 X Council Chat with cross party Member panel to oversee its work.	31 December 2006 and then every three months.	HB	Increased cost of moving to 4 issues and making sure whole district is covered.

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Progress Update	
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
2.1	Risk Mgmt of Press														
2.1.1	Establish forward plan.	KD													Overtaken by immediate events.
2.1.2	Monitor plan each month at CMT.	KD													Establishing as part of culture.
2.1.3	Develop communication plans for any “banana skins”.	HB													Capacity to respond.
2.2	Staff Communication														
2.2.1	Continue to send out Core Brief.	HB													Capacity.
2.2.2	Establish staff champions group to improve translation of corporate messages.	HB/JP													Interest from staff.
2.2.3	Launch new Vision.	KD/HB													Energy levels.
2.2.4	Undertake Employee Survey to check whether message received.	HB/JP													Response rate.
2.3	Council Chat														

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2.3.1	Communications Manager in post.	HB														Failure to appoint.
2.3.2	Member's editorial Panel established.	HB														Members unable to agree.
2.3.3	First new edition published.	HB														Budget not available.
2.3.4	Second new edition published.	HB														Budget not available.
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks	
2.3.5	Third new edition in draft.	HB														Budget not available.

Corporate & External Improvements

3	Expected Outcome	Modern inclusive Council engaging all communities including minority groups.				
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources	
3.1	Level 2 of Equality Scheme (BV2a)	Diversity objectives (based on consultation with designated community, staff and stakeholder groups) have been translated into action plans contained within business plans, with specific targets so that progress can be monitored.	31 March 2008	CF	Budget will be required to address aspects of equalities e.g. BV156, increased consultation and DDA Audit	

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3.2	All inclusive Race Equality Scheme launched and consulted on.	Launch of consultation by 30 th September – to close 18 th November. Scheme to be formally launched on 4 th December 2006	04 December 2006	CF/HB	Resources required to ensure meaningful and effective consultation process
3.3	Customer Panel includes appropriate BME/disability/other representation.	Panel to be representative of District's population.	30 November 2006	HB	Budget may be required to ensure additional Panel recruitment.

Progress Update



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
3.1	Equality Standard														
3.1.1	BVPI 2a quarterly assessment.	CF													Lack of capacity.
3.1.2	Revise 2a working certificate.	CF													Lack of capacity.
3.1.3	Impact Assessment surgeries.	CF													Lack of engagement.
3.1.4	AIES to Leaders.	CF													Lack of Member engagement.
3.1.5	AIES to Cabinet.	CF													Lack of Member engagement.
3.1.6	AIES to full council.	CF													Lack of Member engagement.

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3.1.7	AIES consultation launch - 1/10 to 18/11/2006.	CF														Lack of attendees.
3.1.8	AIES formal launch 4 th December 2006.	CF														Lack of capacity.
3.1.9	Implementing AIES.	CF														Lack of capacity and engagement.
3.1.10	Planning 1 st annual review and revision of AIES.	CF														Lack of capacity.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
3.1.11	Input to Council results.	CF													Lack of planning.
3.2	Race Equality Scheme														
3.2.1	BVPI 2b quarterly assessment	CF													Lack of capacity.
3.2.2	Impact Assessment surgeries	CF													Lack of engagement.
3.2.3	AIES to Leaders	CF													Lack of Member engagement.
3.2.4	AIES to Cabinet	CF													Lack of Member engagement.
3.2.5	AIES to full council	CF													Lack of Member engagement.
3.2.6	AIES consultation launch - 1/10 to 18/11/2006	CF													Lack of Member engagement.
3.2.7	AIES formal launch 4 th December 2006	CF													Lack of capacity.
3.2.8	Implementing AIES	CF													Lack of capacity.
3.2.9	Planning 1 st annual review	CF													Lack of capacity.

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Improvement Plan – July Update

	and revision of AIES																		
3.2.10	Input to Council results.	CF																	Lack of planning.
3.3	BME representation																		
3.3.1	Award Customer Panel contract.	HB																	Price higher than budget.
3.3.2	Recruit to Panel.	HB																	Difficulty in recruiting.
3.3.3	Undertake first survey.	HB																	Problems with contractor.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
3.3.4	Survey every 6 months thereafter.	HB													Problems with contractor.

Corporate & External Improvements

4.	Expected Outcome	Clear Strategic Direction for Council Developed			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
4.1	Improvement plan approved by Executive Cabinet and Government Monitoring Board (GMB).	Revise existing recovery plan to reflect new priorities.	18 July 2006 (GMB)	CMT/Cabinet	Addressing particular issues within the Improvement Plan will require additional resources – these will be quantified and submitted to Cabinet in August.

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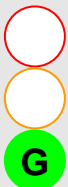


Improvement Plan – July Update

4.2	Council Plan 2007/2010 agreed.	Develop Council Plan 2007/2010 using external facilitation and balanced scorecard. Positive feedback from Progress Assessment.	November Council	SMT/Cabinet	Budget in place and priorities agreed,
4.3	Effective feedback from partners and public on development of Plan and communication of.	Meetings with key partners and feedback of results.	31 July 2006	SMT/Cabinet	SMT/Cabinet time.
4.4	Effective feedback from staff on development of Plan and communication of.	Staff champions appointed. Feedback to staff against points raised.	30 June 2006 31 July 2006	HB HB	Corporate Communications, Policy and Performance Team.

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
4.5	Progress Assessment identifies clear sense of strategic direction and appropriate rate of progress towards SMART targets.	Self assessment written early and evidence compiled.	31 August 2006	HB	Buy in support.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
4.1	Improvement Plan														
4.1.1	Agreed by GMB.	KD													Lack of agreement.
4.1.2	Agreed by Cabinet.	RH													Funding for plan not agreed.
4.1.3	Communicated to staff.	HB													Message lost in translation.
4.1.4	Reported to Full Council.	RH													Not agreed.
4.1.5	Monthly monitoring at CMT and bi-monthly at GMB.	KD													Slippage.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
4.2	Council Plan														
4.2.1	Write up balanced scorecard.	HB													Capacity.
4.2.2	Further develop measures.	HB													HoS availability.
4.2.3	Agree with CMT.	HB													Disagreement on priorities.
4.2.4	Agree with Cabinet and feed into budget process.	HB													Disagreement on priorities.
4.2.5	Report to Full Council.	HB													Disagreement on priorities.
4.3	Partners and Public														
4.3.1	CEO and Leader to meet with partners.	KD													Poor relationships.
4.3.2	Feedback to partners on results of away day.	KD													Priorities will not match.
4.3.3	Send partners copy of approved Council Plan.	HB													Capacity.
4.3.4	Stakeholder Forum.	HB													Poor attendance.
4.3.5	Separate meeting for Equalities Forum on feedback	HB													Poor attendance.
4.4	Staff														
4.4.1	Listen to staff champions views.	HB													Lack of engagement from staff.

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4.4.2	Feedback to champions on outcomes of away day.	HB																Lack of engagement from staff.
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
4.4.3	Work with champions on keeping the message current.	HB													Loss of interest.

Corporate & External Improvements

5	Expected Outcome	Progress Towards Tangible Outcomes from Partnership Working				
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources	
5.1	LSP priorities on target to be delivered.	New LSP Board established, with performance management and project management framework in place around four identified priorities i.e. town centre redevelopment, affordable housing, Longbridge and LAA.	LSP Board, on-going.	SMT Leader	Corporate Communications, Policy and Performance Team.	
5.2	LSP Board members give positive feedback on Council's improvement.	Partners gaining feedback on what the Council's priorities are and Council engaging with partners.	31 January 2007	SMT Leader	Corporate Communications, Policy and Performance Team.	
5.3	Council can demonstrate value of partnership working in relation to its agenda and to partners' agendas.	Each Cabinet Member to engage with 3/5 most important partners.	31 October 2006	SMT Leader	CEO and Leader	
5.4	Positive feedback from annual stakeholder meeting.	Set up meeting.	30 September 2006	SMT Leader	Corporate Communications, Policy and Performance Team.	

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
5.1	LSP Priorities														
5.1.1	Progress reports on priority projects to LSP Board.	HB													Lack of partnership working amongst Board.
5.1.2	Progress reports to LSP Board with performance indicators.	HB													Lack of accountability to elected Members.
5.1.3	Annual report to LSP Board and to PMB.	HB													Capacity.
5.2	LSP Board Feedback														
5.2.1	Leader and CEO to meet with partners.	KD													Priorities of organizations differ.
5.2.2	Leader and CEO to attend LSP Board.	KD													Local Government re-organisation.
5.3	Value of Partnerships														
5.3.1	Series of meetings established.	KD													Lack of capacity.
5.3.2	Meetings held.	KD													Lack of agreement.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
5.4	Stakeholder Meeting														
5.4.1	Meeting agenda and format agreed by LSP Board.	HB													Lack of agreement.
	Meeting invites sent out.	HB													Lack of capacity.
	Meeting takes place.	HB													Lack of attendance.

Corporate & External Improvements

6.	Expected Outcome	Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
6.1	Local community groups reporting positively about the Council.	Implementation of a new approach to neighbourhood management in conjunction with our key partner agencies.	30 April 2007	SMT	Funds from County for pilot and/or budget bid.

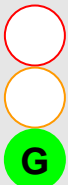
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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
6.2	PACT. Good attendance levels, evidenced of corrective action and support by Council	<p>Review the PACT process in the light of experience to date to ensure it meets community and partners needs and is linked to the proposed new approach to neighbourhood management.</p> <p>Ensure that the priorities arising from PACT are linked to the CDRP Tasking process so that a strategic as well as a local approach will be taken to dealing with the issues arising from the meetings.</p>	30 September 2007	HB	Possible resource implication as a result of the review.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
6.1	Neighbourhood Mgmt														

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6.1.1	Agree approach with partners.	HB															Lack of agreement.
6.1.2	Formally report to LSP Board.	HB															Lack of agreement.
6.1.3	Formally report to Cabinet.	HB															Lack of agreement.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
6.1.4	Feed into budget process.	HB													Lack of funding.
6.1.5	Develop implementation plan (possible pilot).	HB													Lack of capacity.
	Roll out new approach (or possible pilot).	HB													Lack of public interest.
6.2	PACT														
6.2.1	Report from Police to LSP Board on future funding and administration.	HB													Lack of agreement with partners.
6.1	Neighbourhood Mgmt														
6.2.2	Feed results into budget process if required.	HB													Lack of funding.
6.2.3	Roll out new approach	HB													Lack of capacity to support.
6.2.4	Annual review report of PACT and issues raised to LSP Board and PACT.	HB													Lack of capacity to produce report.

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Corporate & External Improvements					
7.	Expected Outcome	Improve Customer and Performance Culture of Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
7.1	2007/08 service business plans and team action plans written in draft.	Templates agreed, timetable agreed and training for managers.	31 October 2006	HB	Corporate Communications, Policy and Performance Team and Corporate Training budget.
7.2	95% of PDRs completed.	Check that measured correctly. Review of forms and process by HP to ensure that they are fit for purpose and meet manager/ staff / service/organisational needs i.e. link to corporate priorities.	By Sept 06	JP	HR officer & Training Officer time Manager time Training Costs likely for refresher training
7.3	Better use made of Performance Plus	More staff to be trained/have access to the system Use graphics and charts within departments and around the building to track and clearly show performance on a monthly basis	30 November 2006 31 August 2006	HB HB	Additional Licenses maybe required. Free input from other local authority. Performance Plus Officers
7.4	Performance based budgeting.	Service business plans to be costed and include potential savings. Plans to be ready in time to feed into the budget process.	31 October 2006	JP/HB	HoS and Corporate Communications, Policy and Performance Team.

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
7.5	Top 45 and Corporate Health indicators reviewed	Key Performance/Business Drivers identified for the Council. Tiered approach developed to performance management involving Corporate Directors and Portfolio Holders (monthly reporting of PIs)	New set in place for quarter 2 2006/07 reporting. Arrangements in place for 31 August 2007.	LB HB	Corporate Communications, Policy and Performance Team. Corporate Communications, Policy and Performance Team.
7.6	Performance framework for LSP established.	Priorities agreed, supported by projects and key performance indicators.	30 September 2006	LB	Corporate Communications, Policy and Performance Team.
7.7	Performance culture and reports to public	Team award scheme. Customer First Posters.	31 August 2006 31 July 2006	SS	Visit Walsall/Customer First Officer.
7.8	Positive feedback from mystery shopping exercise across whole Council in April 2007	Develop budget bid.	30 April 2007	SS	Customer First Officer.
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
7.1	Service Business Plans														
7.1.1	Agree templates and guidance.	HB													Lack of management understanding.
7.1.2	Undertake training.	HP													Lack of attendance.
7.1.3	Write business plans.	HB													Slippage.
7.1.4	Challenge plans	SMT													Insufficient challenge.
7.1.5	Feed into budget process.	KD													Lack of figures with plans.
7.1.6	Publish agreed plans after budget finalised.	HB													Lack of capacity.
7.2	PDRs														
7.2.1	Check PDRs measured correctly	JP													Lack of data.
7.2.2	Monitor & police PDRs for previous period and current period	JP													Failure to remedy outstanding PDRs.
7.2.3	Review of PDR forms & Process	JP													Lack of comparison.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
7.2.4	Implementation of new PDR forms and process effective from next annual appraisal year	JP													New PDR process not embedded sufficiently prior to liP reaccreditation process.
7.3	Performance Plus														
7.3.1	Appoint Corporate Policy and Performance Officer.	HB													Delay in appointment.
7.3.2	Corporate Policy and Performance Officer starts.	HB													Delay in appointment.
7.3.3	Arrange visit from Coventry CC.	HB													Not prepared to give free input.
7.3.4	Update Performance Plus based on results of benchmarking.	HB													Technical problems with updates.
7.4	Performance Based Budgeting														
7.4.1	Link budget templates and business planning templates.	HB													Already completed in draft.
7.4.2	Challenge costed business plans and feed into budget process.	SMT													Poor quality business plans.
7.5	PI Reporting														
7.5.1	Improvement Plan agreed.	HB													GMB challenge.
7.5.2	Measures on template updated for second quarter.	HB													Staff capacity with existing vacancy.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
7.5.3	New information collected by officers.	HB													Requirements not communicated.
7.5.4	Top 45 and Corporate Health merged and reported formally to Members.	HB													Staff knowledge to complete with vacancy.
7.6	LSP Performance Framework														
7.6.1	New Board receives first project progress reports.	HB													Lack of engagement.
7.6.2	Board receives second progress reports and PI information every two months	HB													Lack of capacity.
7.6.3	Board receives annual report which is reported onto PMB.	HB													Lack of capacity.
7.7	Performance Culture														
7.7.1	Team Award Scheme agreed by CMT	HB													Lack of support.
7.7.2	Monthly award scheme up and running.	HB													Lack of communication.
7.7.3	Customer First posters agreed and displayed.	HB													Not displayed.
7.8	Mystery Shoppers														
7.8.1	Budget bid as part of business planning.														Business case not robust.
7.8.2	Bid agreed.														Bid not agreed.

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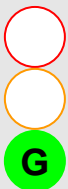
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7.8.3	Shoppers procured.														Budget insufficient.
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
7.8.4	Mystery shopping takes place.														Contact problems.
7.8.5	Results reported to CMT/Cabinet.														Poor quality report.

Planning and Environment

8.	Expected Outcome	Re-development of Bromsgrove Town Centre			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
8.1	Submission to Planning Inspectorate of AAP, SA report, SCI, SoC and supporting technical documents.	Develop plans for town centre through proper process.	30 September 2007	PS	Services Directorate.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
8.1	Town Centre														
8.1.1	Identification of Consultants to support town centre development	PS													Tendering is extended
8.1.2	Carry out issues and options development	PS/DH/MD													Unforeseen issues arise
8.1.3	Consult on issues and options	PS/DH/MD													Consultation is managed poorly
8.1.4	Respond to representations	PS/DH/MD													Irreconcilable challenges.
8.1.5	Submit to inspectorate	PS/DH/MD													Consultation leads to delays in submission

Planning and Environment

9.	Expected Outcome	Re-development of Longbridge Site			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
9.1	Agreement of an area action plan. Planning at an advanced stage and decisions taken on future usage.	Finalise action plan.	30 April 2007	PS	Services Directorate and consultancy.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
9.1	Longbridge														
9.1.1	Gather evidence and initial public consultation	PS/DH/MD													Gathering evidence is extended
9.1.2	Submit Preferred options document.	PS/DH/MD													Two local authorities cannot agree on options
9.1.3	Formal Consultation on Preferred Options	PS/DH/MD													Consultation poorly managed
9.1.4	Respond to preferred options consultation														Large number of responses could lengthen process.
9.1.5	Submit Final Document to Inspectorate	PS/DH/MD													Inspectorate objects to plan production.
9.1.6	Formal Consultation on Submission Document	PS/DH/MD													Major objections to proposals

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Planning and Environment					
10.	Expected Outcome	Improved Housing for the District			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
10.1	One star promising prospects for improvement re-inspection judgment.	Strategic Housing Inspection action plan in place.	31 October 2007	PS/AC	Resourced Action Plan.
10.2	100 units of new affordable housing built or under construction.	Work with appropriate partners to secure sites and funding.	30 June 2007	PS/AC	S.106./partners. Other capital funds.
10.3	Reduce average length of stay in hostel accommodation from 16 weeks to 8 weeks (BV 183b)	Two offers of accommodation. Close hostels. Supporting people/preventative work.	30 November 2006	PS/AC	Capital receipts and Housing Team.
Progress Update					

Ref	Action	Lead													Risks	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
10.1	Housing Re-inspection															
10.1.1	Prepared Inspection Action Plan.	AC														Lack of capacity.
10.1.2	Strengthen focus on customer care.	AC														Lack of capacity.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
10.1.3	Strengthen approach to diversity.	AC													Lack of capacity.
10.1.4	Improve approach to VFM.	JP													Lack of capacity.
10.1.5	Improve leadership and support to strategic housing.	PS													Access to portfolio holder.
10.2	Affordable Housing														
10.2.1	Work with RSLs to identify sites and development.	AC													Lack of sites.
10.2.2	Financial contributions will be explored.	AC													Lack of available finance.
10.3	Hostel Accommodation														
10.3.1	Prepare plans for remodeling hostels	AC													Demand increase and supply reduction.
10.3.2	Decant and mothball a proportion of hostel accommodation	AC													Demand increase and supply reduction.
10.3.3	Draw up plans for remodeling and submit planning application	PS													Lack of commitment from BDHT.
10.4.4	Formulate bid to Housing Corporation	PS													Lack of commitment from BDHT.
10.4.5	Provide Council with a financial analysis of remodeling of 3 hostels	PS													Lack of commitment from BDHT.

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11.	Expected Outcome	Improved Planning Service			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
11.1	55% of major planning applications determined in 13 weeks (BVPI 109a).	Flexible boundaries for teams. Two consultants to deal with straight forward applications. Delegate report format shortened. Reduce negotiation on application (see next BVPI) Major applications to be dealt with by team leaders	In place In place In place On going Started 1 st July	DH	All Existing
11.2	77% of minor applications determined in eight weeks (BVPI 109b).	As above and two new officers to start in July. Recruitment continued. Development Control surgeries. Determining % of outstanding applications by end of July.	On going On going In place	DH	All Existing
11.3	89% of other applications determined in 8 weeks (BVPI 109c).	As above. Revisit delegation. Break down applications between major/minor and other.	On going On going In place	DH	All Existing

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
11.1	Improved Planning Services														
11.1.1	Create a planning training programme for Members in consultation with facilitators from Walsall M.B.C.	DH													Financial risk through Member decisions.
11.1.2	Appoint an interim Head of Development and Building Control	DH													Lack of candidates.
11.1.3	Benchmark with Walsall MBC to identify potential solutions to the issue of the Council's housing oversupply and the need to provide larger affordable housing schemes	DH													Circumstances not comparable.
11.1.4	Review Delegated Powers to assess implications of process change relating to reference to Members for refusal of a planning application	DH													By not doing so undermines the ability of staff to determine applications within target deadlines

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Culture and Community					
12.	Expected Outcome	Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
12.1	One star promising prospects for improvement score by Audit Commission for Cultural Services.	Establish improvement planning group. Contact other local authorities Commence work to achieve TAES. Draft position statement produced Gap Analysis carried out related to KLOE Improvement/Action Plan produced Organise a Peer inspection. Improvement/Action Plan reviewed and updated as a result of the findings of the Peer Assessment. .	July 2006 July 2006 August 2006 September 2006 September 2006 October 2006 October/November 2006 November/December 2006	RH	Culture and Community Services Management Team, Assistant Chief Executive and some consultancy support.
12.2	81.8% score against domestic violence checklist (BV 225) (This is based on being able to answer 9 of the 11 questions by March 2007)	Develop action plan to address all questions in checklist in conjunction with relevant partners.	September 2006	RH	Community Safety Team

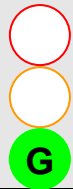
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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
12.3	100% of reported racial incidents result in further action (BV 174/175).	Establish and implement formal system for reporting and acting on racial incidents	September 2006	RH	Community Safety Team.
12.4	100% of reported racial incidents result in further action (BV 174/175).	Establish and implement formal system for reporting and acting on racial incidents	September 2006	RH	Community Safety Team

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
12.1	Leisure Inspection														
12.1.1	Improvement Planning Group set up with 1 st meeting on 4 July	RH													Lack of capacity.
12.1.2	Contact made with Worcester City re sharing of their Inspection experience on 5 July	RH													Not converting learning into practice.
12.1.3	TAES Workshop set up for	RH													Not converting

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	22 August															learning into practice.
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks	
12.1.4	Commence work to achieve TAES.	RH													Not converting learning into practice.	
12.1.5	Draft position statement produced	RH													Lack of capacity.	
12.1.6	Gap Analysis carried out related to KLOE	RH													Lack of challenge.	
12.1.7	Improvement/Action Plan produced	RH													Lack of senior management attention.	
12.1.8	Organise a peer inspection.	RH													Lack of challenge.	
12.1.9	Improvement/Action Plan reviewed and updated as a result of the findings of the Peer Assessment.	RH													Lack of senior management attention.	
12.2	Domestic Violence															
12.2.1	Develop action plan	RH													Lack of capacity.	
12.3	Racial Incidents															
12.3.1	Establish and implement formal system for reporting and acting on racial incidents	RH													Lack of management attention.	

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Street Scene and Waste Management					
13.	Expected Outcome	Improved Streetscene and improved collections.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
13.1	94% of households are covered by kerbside recycling (BV91a).	<ol style="list-style-type: none"> 1. Re-schedule routes. 2. Purchase new vehicles or modify existing stillage vehicles. 3. Address difficult access and remote locations issues. (Some properties can be serviced using existing equipment.) 4. Address provision of service to multi storey dwellings. (Need to discuss container locations with property owners, BDHT) 	<p>End August 2006.</p> <p>Sept 2006. Quotations have been received</p> <p>Delivery of recycling boxes will commence 3rd July 2006 at minimum rate of 100 month. 1% improvement in the indicator per quarter.</p> <p>Commence discussions August 2006 with aim to install 1st bins Feb 2007</p>	MB	<p>Resources already in place.</p> <p>Sale of 2 existing stillage vehicles will fund modifications for 2 others.</p> <p>Currently hiring kerbside vehicles for H&S reasons. Capital funding required to purchase new kerbsiders</p> <p>Possible capital fund for additional bins. Following initial discussions with BDHT bin requirements to be assessed.</p>

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
13.2	Proportion of land/highways acceptable level of litter score – 20 (BV199a).	<ol style="list-style-type: none"> 1. Implement new street cleansing regime. 2. Purchase of new vehicles 3. Employment of staff. 4. Ensure inspection regime is carried out on time. July 2007 	<p>Limited commencement August 2006 with roll out thereafter to whole area. Hire vehicles used in first instance until purchased vehicles become available.</p> <p>Tenders currently out awaiting return.</p> <p>JD's, PS's being written for short term contract. Agency staff may be used in interim.</p> <p>Commenced</p>	MB	<p>All necessary resources are available.</p> <p>Vehicle specifications with procurement team.</p> <p>Temporary staff being used for inspection regime.</p>

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
13.3	Maintain existing low level of missed bin collections.	<ol style="list-style-type: none"> 1. Means of measuring success. Reduction in actuals to target. Change the reporting process from those that are missed to those that are collected successfully. Currently in excess of 99% success rate. Use targets to manage crews 2. Monitor crew performance and report to them. Supervisors will investigate reported missed collections and instruct crews on future rectification actions. 3. Recording missed bins on a weekly basis. 4. Modify supervisory management structure to generate greater capacity within the team 	New report being written for CSC to be able to report weekly.	MB	<p>Resources in place</p> <p>Resources in place</p> <p>Resources in place</p> <p>Business case for replacement of Senior Supervisor with Manager being prepared</p>

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
13.1	Kerbside Recycling														
13.1.1	Re-schedule routes.	KH													Lack of impact on performance.
13.1.2	Purchase new vehicles or modify existing vehicles.	JW													Delay in purchase.
13.1.3	Address difficult access issues.	KH													Intractable problems.
13.1.4	Address provision of service to Multi Storey dwellings.	AW													Budget to deliver.
13.2	Detritus														
13.2.1	Implement new street cleansing regime.	MB													Lack of vehicles.
13.2.2	Vehicle purchase.	JW													Delay in purchase.
13.2.3	Employ staff.	KH													Failure to recruit.
13.2.4	Inspection regime.	KH													Lack of capacity.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
13.3	Missed Collections														
13.3.1	Produce new report.	MG													Lack of performance mgmt capacity.
13.3.2	Monitor crews.	KH													As above.
13.3.3	Weekly recording.	MB													As above.
13.3.4	Business case for management structure.	MB													Case not accepted.

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E-Government and Customer Services					
14.	Expected Outcome	Improved Access to Services Electronically			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.1	New Bromsgrove website launched	<p>Set up Content Assistants group and draft content guidelines</p> <p>Organise training for Content Assistants in the use of the new Content Management System (CMS)</p> <p>Install new CMS</p> <p>Redesign website in line with Worcestershire Hub Partnership's standard web template.</p>	30 September 2006	DP/BF	<p>ICT officer time and Hub resources</p> <p>Departmental Content Assistants time</p> <p>Content Management System software</p>

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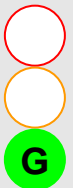


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14.3	Electronic delivery for the most frequently used transactions (SOCITM)	<p>Migration to new ICT infrastructure</p> <p>Continue to develop new website to provide electronic access to high usage services</p> <p>Deliver more online services inline with the priority outcomes for e-government</p>	30 November 2006	DP/BF	<p>ICT staff time</p> <p>Hub resources</p>
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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.4	All staff to have new phones with voicemail/hunt groups and the ability to monitor response times and calls answered across whole Council.	<p>Introduce a corporate telephone answering protocol</p> <p>Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony</p> <p>Provide statistics from new VoIP system to support telephony performance monitoring</p>	31 August 2006	DP/BF	ICT staff time
14.5	Core applications to be available 90% of the time during Council service delivery hours.	<p>Use new ICT infrastructure to implement monitoring</p> <p>Produce application availability statistics and communicate to wider organisation</p>	31 October 2006	DP/BF	<p>ICT staff time</p> <p>Monitoring software</p>

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bromsgrove council
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
14.1	Website														
14.1.1	Set up Content Assistants group and draft content guidelines.	DP													Limited departmental resources.
14.1.2	Organise training for the new CMS.	DP													Content Assistants not able to attend due to workload issues.
14.1.3	Install new Content Management System (CMS).	DP													Technical implementation problems.
14.1.4	Redesign website .	DP													Web design resource issue .
14.1.5	Launch new website.	DP													Technical problems.
14.2	ICT Access														
14.2.1	Improve ICT infrastructure to provide a stable platform for ICT and web based developments	DP													Limited ICT resource Technical problem
14.2.2	Develop rollout program for PC desktop refresh	DP													Limited ICT resource
14.2.3	Develop new website to provide improved access to services and transactions	DP													Web design resource issue Limited ICT resource

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
14.2.4	Deliver data element of the Spatial project to cleanse Council data and to enable the development of more integrated back office systems	DP													Approval not granted Bromsgrove resources limited to assist with data checking
14.3	E-transactions														
14.3.1	Migration to new ICT infrastructure	DP													Technical issues caused by migration
14.3.2	Continue to develop new website to provide electronic access to high usage services	DP													Limited ICT resource Web development resource limited
14.3.3	Deliver more online services inline with the priority outcomes for e-government	DP													Limited ICT resource Web development resource limited
14.4	Telephone Infrastructure														
14.4.1	Introduce a corporate telephone answering protocol	DP													
14.4.2	Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony	DP													
14.4.3	Provide statistics from new VoIP system to support telephony performance monitoring	DP													

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
14.5	Core Applications 90%														
14.5.1	Use new ICT infrastructure to implement monitoring	DP													
14.5.2	Produce application availability statistics and communicate to wider organisation	DP													

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E-Government and Customer Services					
15	Expected Outcome	Reduction in Number of Complaints.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
15.1	Implementation of new electronic corporate complaints system.	Develop scope to outline system requirements Compare systems prior to selection Purchase and install system Develop training schedule for staff and implement system	30 October 2006	DP/HB/BF	Time to visit Walsall MBC to look at their system. ICT staff time Cost of system purchase
15.2	Reduction in number of complaints.	Establish baseline from which to measure trend Develop complaint handling procedure Use new complaints system to provide monitoring data Establish new baseline for continuous improvement	30 November 2006	DP/HB/BF	Staff time
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
15.1	Complaints system														
15.1.1	Develop scope to outline system requirements	DP													Funding not agreed
15.1.2	Compare systems prior to selection	DP													Suitable system not found
15.1.3	Purchase and install system	DP													Implementation schedule slippage due to high workload in ICT and limited resources
15.1.4	Develop training schedule for staff and implement system	DP													System not adopted across whole council
15.2	Reduce complaints														
15.2.1	Establish baseline from which to measure trend	DP													Existing data inaccurate or incomplete
15.2.2	Develop complaint handling procedure	DP													Procedure not adopted by whole council
15.2.3	Use new complaints system to provide monitoring data	DP													System failure may reduce accuracy of data
15.2.4	Establish new baseline for continuous improvement	DP													System failure may reduce accuracy of data

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E-Government and Customer Services					
16	Expected Outcome	Improved Customer Service – Customer Service Centre			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
16.1	80% of service requests resolved within the Customer Service Centre.	Produce scope for a queue management system Investigate options and produce business case to secure funding Install software system Install large screen for customers Improve knowledge base link in eshop system using new council website Develop Resource Level Agreements with back office service to clearly define levels of responsibility	November 2006 September 2006	DP/BF	CSC staff time ICT Services staff time Back office staff time
16.2	80% of total calls answered within 15 seconds.	Install large screen to display telephone queue/answering data Introduce staff rotation plan to cover telephone answering at peak times Develop Resource Level Agreements with back office service to clearly define levels of responsibility	November 2006 August 2006 September 2006	DP/BF	CSC staff Back office staff time

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
16.3	95% of total calls answered.	Install large screen to display telephone queue/answering data Introduce staff rotation plan to cover telephone answering at peak times	August 2006	DP/BF	CSC staff
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
16.1	Service Requests														
16.1.1	Produce scope for a queue management system	DP													System not available to match scope
16.1.2	Investigate options and produce business case to secure funding	DP													Funding not granted
16.1.3	Install software system	DP													Technical problems
16.1.4	Install large screen for customers	DP													Technical problems
16.1.5	Improve knowledge base link in eshop system using new council website	DP													Web content not of sufficient standard to integrate with eshop
16.1.6	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													Staff not adhering to RLA
16.2	Calls answered (80%)														
16.2.1	Install large screen to display telephone queue/answering data	DP													Technical breakdown of screen
16.2.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Reduced level of staff to cover peak times due to sickness, leave, training

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
16.2.3	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													Staff not adhering to RLA
16.3	Calls answered (95%)														
16.3.1	Install large screen to display telephone queue/answering data	DP													Technical breakdown of screen
16.3.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Reduced level of staff to cover peak times due to sickness, leave, training

E-Government and Customer Services

17.	Expected Outcome	Improved Customer Service – Whole Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.1	80% of total calls answered within 15 seconds.	Introduce telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 August 2006	DP/BF	Head of E-Government time ICT staff time

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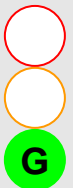


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17.2	95% of total calls answered.	Introduce corporate telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 st August 2006	DP/BF	Head of E-government time ICT staff time
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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.3	75% of correspondence responded to within 10 working days.	Introduce letter answering guidelines Introduce method of monitoring letter answering and producing statistics to support monitoring process	September 2006	DP/HB/BF	Staff time

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Ref	Action	Lead													Risks	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
17.1	Calls – 15 seconds															
17.1.1	Introduce telephone	DP														Protocol not adopted or adhered to by all

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	answering protocol															staff
17.1.2	Use phone system to produce statistics to enable performance monitoring	DP														Technical failure of telephony system could reduce the accuracy of statistics

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
17.2	Total calls (whole council)														
17.2.1	Introduce corporate telephone answering protocol	DP													Protocol not adopted or adhered to by all staff
17.2.2	Use phone system to produce statistics to enable performance monitoring	DP													Technical failure of telephony system could reduce the accuracy of statistics
17.3	Letter answering														
17.3.1	Introduce letter answering guidelines	DP/HB													Protocol not adopted or adhered to by all staff
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB													Monitoring data not entered into system

Human Resources and Organisational Development

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18.	Expected Outcome	Improved Governance.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
18.1	Improved Member/Member and Member/Officer relations	Modern Councillor Programme - programme on target and take up by Members.	30/9/06	JP/HB	External consultant to be used – paid for by capacity fund All Group Leaders All Members

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
18.2	Improved Strategic Management by Members/SMT	Top Team Development Programme	Ongoing	JP/HB	Paid for by Capacity Building Fund CMT Members Senior HR Advisor IDeA

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
18.1	Improved Relations														
18.1.1	Paper to Council to get	JP/CA													Council does not

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	approval for “roles” and supporting training programme																	approve new roles
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis	JP/CA																As this is optional, a full picture of training needs may not be achieved.
18.1.3	Write specification for supplier to deliver training programme	JP/CA																Specification needs to invite interest

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
18.1.4	Agree supplier for delivery of training programme	JP/CA													Supplier will need to be high quality & have experience but at the same time happy to work in partnership
18.1.5	Commence implementation of training programme	JP			Commence implementation of training programme										Funding for temporary admin. support is from capacity building fund. Resource required beyond this
18.2	Improved Strategic Mgmt														
18.2.1	Top Team Development programme														Learning not applied positively back in the



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Human Resources and Organisational Development					
19.	Expected Outcome	Suitably Skilled Workforce			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
19.1	<p>Improved knowledge and competence of staff.</p> <ul style="list-style-type: none"> • Programme on target for completion by 31 Mar. 08. • Percentage take up by staff 	<p>Middle Management Training Programme</p> <p>Training Directory programme</p> <p>Management Development Strategy and Management Competencies</p>	<p>Management Development Strategy – Mid July 06</p> <p>Management competencies – Developed September 06 Implemented 07</p>	HP/CS	<p>Training Officer</p> <p>All Middle Managers</p>
19.2	Investors In People Reaccreditation	Action Plan to deliver improvements.	September 2007	JP	HR and OD Team / Responsible Officers on action plan.
19.3	<p>Staff in better position to deliver service objectives</p> <p>Improved organisational capacity</p>	<p>Implementation of People Strategy and workforce plan</p> <p>Development & adoption of capability procedure</p> <p>Implementation of capability procedure (Including Manager training)</p>	<p>Workforce Plan Sept 06</p> <p>Capability Procedure August 06</p> <p>By January 07</p>	<p>JP</p> <p>JP</p> <p>J Pitman</p>	<p>Workforce planning currently due to be completed by October but can be done earlier if additional resources put in.</p>

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
19.1	Competence														
19.1.1	New management development strategy agreed	JP													Not approved and therefore delayed
19.1.2	Approval of the “Bromsgrove Way”	JP													Not approved as seen as not appropriate
19.1.3	Management competencies developed	JP													Industrial relations problems arising from consultation.
19.1.4	Launch of Management Competencies at forum in December	JP													Competencies need to be explained well – see 19.1.3 above.
19.1.5	Develop succession planning policy	JP													Lack of CMT support.
19.2	IIP														
19.2.1	Develop IIP action plan	JP/HP													Completed
19.2.2	Submit action plan to	JP/HP													Action plan not

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assessor															approved by panel
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
19.2.3	Implement actions from staff survey	JP/HP													Actions not achieved on time.
19.2.4	New staff survey	JP/LS													Poor response rate rendering survey invalid.
19.3	Capacity														
19.3.1	Implement people strategy – through HR action plan	JP													Delays in implementation.
19.3.2	Develop workforce plan	JP													May conflict with preparation for Single Status.
19.3.3	Develop capability policy	JP/LS													Consultation process delays implementation and management training.
19.3.4	Implement capability policy – launch and training	JP/HP													Will require significant training resource

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Human Resources and Organisational Development					
20	Expected Outcome	Improved Performance in Key HR Measures			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
20.1	Average numbers of working days lost due to sickness (BV12) <ul style="list-style-type: none"> Third quartile to top quartile 	New sickness absence policy developed Pilot for new approach to sickness absence in the Depot based on “trigger” points. Heads of service to get monthly sickness absence management reports HR to proactively identify people with sickness issues, raise with, support and advise managers. Use of payroll system in analysing sickness absence.	End of August Mid July 06 July 06 onwards July 06 onwards Oct 06	JP	HR, HoS, managers, trade unions, occupational health and officer time. HR, HoS, Depot Managers, trade unions. HR, officers, TUs, CMT, Cabinet.
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
20.1	Sickness														
20.1.1	Send out regular monthly information to HoS – July 06	JP	■	■	■	■	■	■	■	■	■	■	■	■	Information is not available in timely manner.
20.1.2	Pilot “triggers” in the Depot – July 06	JP	■												Trigger system does not work.
20.1.3	Identify quick wins for reducing sickness absence levels	JP	■	■											No quick wins identified.
20.1.4	Develop new sickness policy – August 06	JP		■											Consultation on sickness policy takes than originally thought.
20.1.5	Adopt new sickness absence policy	JP			■										Adoption of policy delayed due to consultation process.
20.1.6	Provide training on new policy and support documentation	JP				■									Commencement of training linked to development and adoption of policy running to schedule.

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Financial Services					
21.	Expected Outcome	Improved Financial Management and an Improved Benefits Service.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
21.1	Overall score of 2 on Use of Resources including 2 for VFM.	Development and implementation of action plan.	July 06- June 07	JP/HSC/NS	Value for money support from external team
21.2	BFI Score 3 for Benefits Service	To improve the DWP Performance Standard to Level 3. This involves achieving Level 3 (or above) for Performance Measures and Level 2 (or above) for Enabler Score.	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
21.3	Reduction in days taken for processing new benefits claims (BV78a).	To improve the 2005/06 PI from Quartile 3 to Top quartile	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
21.4	Reduction in days taken for processing changes in claimants circumstances (BV78b).	To improve the 2005/06 PI from 3 rd Quartile to top quartile	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1	Use of Resources														
21.1.1	KLOE 1 Financial Reporting Statement of Accounts for 2005/06 to be presented to Cabinet and Council before 30 th June 2006	JP													Completed.
21.1.2	KLOE 1 Financial Reporting High level review by ASM and HOF	JP													Staff training and capability ICT system failure.
21.1.3	KLOE 1 Financial Reporting Working papers to be prepared in line with "Prepared by Client" list supplied by KPMG and to be ready for commencement of audit on Monday 21 st August 2006	JP													As above.
21.1.4	KLOE 1 Financial Reporting Detailed closedown timetable prepared and monitored through process.	JP													As above.
21.1.5	KLOE 1 Financial Reporting Covering report to SOA to	JP													Completed.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.6	KLOE 1 Financial Reporting SOA on Website	JP													Staff training and capability ICT system failure Decision to focus resources on service review and have limited resource to complete actions as detailed
21.1.7	KLOE 1 Financial Reporting Liaise with Asst Chief Executive on the most appropriate forum to consult with stakeholders regarding production of summary accounts.	JP													As above
21.1.8	Kloe 2 Financial Management Continued preparation of 3 year Medium Term Financial Plan in line with corporate objectives. Detail reports to cabinet including draft Budget Book linking Council objectives and PI's As part of service review, sensitivity analyses of income streams and	JP													As above

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assessments of likely future income.															
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.9	Kloe 2 Financial Management Develop cashflow forecasts	JP													As above
21.1.10	Kloe 2 Financial Management Quarterly reports to Performance Management Board linking financial information to performance (BVPI's corporate Health and Service Business plans)	JP													As above

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.11	<p>Kloe 2 Financial Management Annual Report to Cabinet (under capital strategy the Capital Asset Project Group has responsibility for asset management) covering</p> <ul style="list-style-type: none"> all land and building held Rolling programme of survey and valuation for maintenance, SOA purposes and legislation e.g. DDA Identification of surplus assets Assets held to service delivery (also link to service reviews) Condition of assets including estimation of useful life and backlog maintenance 	JP													As above.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.12	Kloe 3 Financial Standing Minimum level of working balances and expected use of reserves and balances included within budget report	JP													Staff training and capability ICT system failure Decision to focus resources on service review and have limited resource to complete actions as detailed
21.1.13	Kloe 3 Financial Standing Reserves and Balances to be included within quarterly Monitoring reports to PMB.	JP													As above
21.1.14	Kloe 3 Financial Standing Council tax and NNDR collection rates targets as part of BVPI's. Management of Sundry debt levels. Information to be sent to HoS on monthly basis as part of monitoring information on level of	JP													As above

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	outstanding debt.														
21.1.15	KLOE 4 Internal Control Completion of Corporate and operational risk registers and report to Audit Board	JP													Buy in from HOS Buy in from members

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.16	KLOE 4 Internal Control Audit Board charged with responsibility of promoting internal controls.	JP													As above
21.1.17	KLOE 4 Internal Control All reports to Members to have been considered for legal issues before presentation.	JP													As above
21.1.18	KLOE 4 Internal Control HoS to be carry out their view of the operations of internal controls within their area and provide assurance to S151 officer.	JP													As above
21.1.19	KLOE 4 Internal Control Audit Board charged with development of anti-fraud culture. Fraud Newsletter to be produced on quarterly	JP													As above

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	basis.														
21.1.20	KLOE Value For Money Quarterly reports to PMB to link costs to performance and to identify potential overspend with actual plans to address	JP													Staff capability Staff resources Resource required for VFM work Skill set re VFM not apparent in finance team at present.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.1.21	KLOE Value For Money Develop VFM Strategy	JP													As above
21.1.22	KLOE Value For Money Investigate Audit Commissions on line VFM profile tool	JP													As above
21.1.23	KLOE Value For Money Budget preparation links resources to corporate and business plans	JP													As above
21.2	BFI Score														
21.2.1	New Claims over 50 days - Implement workflow for new claims to ensure that old claims are identified and processed in a timely way	AB/HL													ICT system failure Delays in implementation of workflow
21.2.2	Percentage of new claims decided within 14 days of	AB/HL													Staff Capability Staff Resources

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	show what risks are there if quality checks not done															Staff Resources ICT failure Legislative changes
21.2.7	Check sheet detailing aspects of claim checked – to be reviewed	AB/HL														Staff Capability Staff Resources ICT failure Legislative changes
21.2.8	Similar format required for both benefit and fraud checks, giving details of why errors occurring and by whom	AB/HL														Staff Capability Staff Resources ICT failure Legislative changes
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks	
21.2.9	Central training spreadsheet to be set up and reviewed quarterly by management team	AB/HL														Staff Capability. Staff Resources. ICT failure. Legislative changes.
21.2.10	Procedural guidance/process maps required for customer service staff	AB/HL														Staff Capability. Staff Resources.
21.2.11	Free standing form for use by customer service staff	AB/HL														Staff Capability. Staff Resources.
21.2.12	Ensure plain English campaign approved	AB/HL														Staff Capability. Staff Resources.
21.2.13	New document code in Iclipse for new form	AB/HL														Staff Capability. Staff Resources.
21.2.14	Working with Landords landlords to be trained in both elements - to be	AB/HL														Interest from Landlords.

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	included in Benefits Landlord forum														
21.2.15	Refresher details to be issued to all staff pending formal training	AB/HL													Interest from Landlords.
21.2.16	Departmental training strategy to include fraud awareness and document verification	AB/HL													Interest from Landlords.

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.2.17	Monitoring of investigation results to review the risk assessment process	AB/HL													Interest from Landlords.
21.2.18	Devise questionnaire to all landlords	AB/HL													Interest from Landlords.
21.2.19	Set up BENEFIT landlord forum	AB/HL													Interest from Landlords.
21.2.20	Issue landlord leaflet/booklet to all landlords	AB/HL													Interest from Landlords.
21.2.21	Ensure landlord leaflets/booklet available at customer service centre	AB/HL													Interest from Landlords.
21.2.22	Written procedures required	AB/HL													Interest from Landlords Staff resources.
	Security	AB/HL													
21.2.23	departmental training	MW													Appointment of

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	strategy to include fraud awareness and document verification														training officer.
	User Focus	AB/HL													
21.2.24	Take Up: Written strategy required	AB/HL													Staff resources
21.2.25	Meetings with other partners to be minuted discussing take up	AB/HL													Staff resources
21.2.26	Meeting to be arranged to discuss take up with partners	AB/HL													Staff resources Interest from partners
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.2.27	Develop multi-agency meeting from existing network	AB/HL													Staff resources Interest from partners
21.2.28	Leaflets/posters to be set up encouraging take up, to include in work benefits	AB/HL													Staff capability.
21.2.29	Consider joint procurement with other local LA's for take up publicity	AB/HL													Interest from other Las.
21.2.30	Complaints: record of checks to be made to ensure correspondence and e-mails are answered within targets set	AB/HL													Staff resource.
21.2.31	Records of action taken to be set up detailing any weaknesses identified through	AB/HL													Staff resource.

Appendix A



Improvement Plan – July Update

	complaints/comments and subsequent outcomes														
	Resource Management	AB/HL													Staff resource
21.2.32	departmental induction plan to be devised	AB/HL													Staff resource
21.2.33	corporate checks re policies needed to confirm induction procedures and staff codes of conduct	AB/HL													Staff resource
21.2.34	Police checks required on all outside officers – is it done and is there a policy	AB/HL													Staff resource

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.2.35	Where references given, has the referee been contacted by phone to confirm they did complete the reference?	AB/HL													Staff resource
21.2.36	declarations of interest to be reviewed and refreshed annually	AB/HL													Staff resource Appropriateness of training
21.2.37	Corporate Diversity Strategy? Does it include benefits (named)	AB/HL													Staff resource
21.2.38	training strategy required	AB/HL													Appropriateness of training
21.2.39	benefit manual required for benefits staff	AB/HL													Staff resource
21.2.40	training plans and method of monitoring training	AB/HL													Appropriateness of training

Appendix A



Improvement Plan – July Update

	provided														
21.2.41	cost of claim to be regularly reviewed	AB/HL													Staff resource
21.2.42	benchmark this cost against other LA's	AB/HL													Appropriateness of training
21.3	New Benefits Claims														
21.3.1	new procedural guidelines to be produced detailing timescales. This includes more proactive communication with customers and external agencies	AB/HL													Staff capability Staff training needs
21.3.2	Allocate specific staff members to new claims	AB/HL													Staff capability Staff training needs
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.3.3	Benefit form to have signed declaration so we can contact employer for information directly	AB/HL													Staff capability Staff training needs
21.3.4	phone calls to employers to obtain pay details	AB/HL													Staff capability Staff training needs
21.3.5	procedure for dealing with claimants whereby no earnings certificate has been provided	AB/HL													Staff capability Staff training needs
21.3.6	reports required off Iclipse on a weekly basis - to be discussed in Management meetings weekly	AB/HL													Staff capability Staff training needs
21.3.7	target dates required for document types in Iclipse	AB/HL													Staff capability Staff training needs

Appendix A

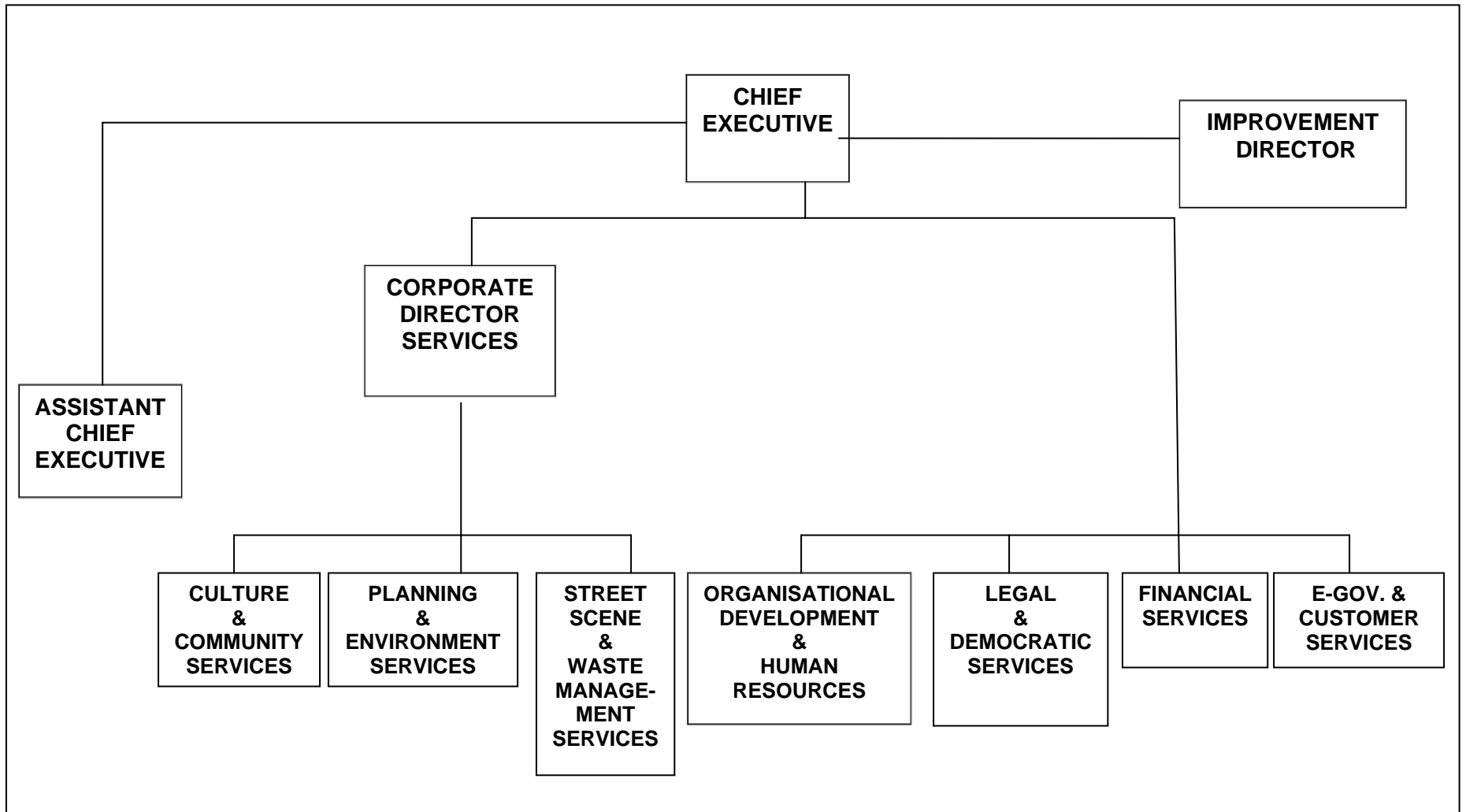


Improvement Plan – July Update

21.3.8	Implement workflow for new claims	AB/HL														Staff capability Staff training needs ICT system failure
21.4	Change of Circumstance															
21.4.1	new procedural guidelines to be produced detailing timescales. This includes more proactive communication with customers and external agencies	AB/HL														Staff capability Staff training needs
21.4.2	Allocate specific staff to COC responsibility	AB/HL														Staff capability Staff training needs

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.4.3	Introduce workflow for Change of circumstances to allocate and monitor work processed	AB/HL													Staff capability Staff training needs ICT system failure

BROMSGROVE DISTRICT COUNCIL MANAGEMENT STRUCTURE



CORPORATE DIRECTOR SERVICES

Culture & Community Services
<ul style="list-style-type: none"> •Community Cohesion & Community Safety •CCTV & Lifeline Operation & Development •Community Transport/Bus Passes/Concessionary Fares •Grant Aid •Health Education/Interventions •Arts Development •Sports & Recreation Development •Children & Young People, Play •Older People •Parks, Open Spaces •Cemeteries •Voluntary Sector & Community Networks, Grant Aid •Tourism Development •Museum •Leisure/Sports Centres/Dual Use Facilities •Housing Strategy and Enabling Role etc. <i>(Linked to work with Planning and Environment Services)</i> •Travellers

Planning & Environment Services
<p>(Regulatory Services)</p> <ul style="list-style-type: none"> •Planning & Local Development Framework •Development Control •Building Control •Licenses (all) •Land Charges •Environmental Health/Protection/Enforcement •Public Health & safety •Food Safety •Emergency Planning •Conservation •Improvement Grants •Agenda 21 & Sustainable Development <i>(Linking work with Street Scene & Waste Management and Culture & Community Services)</i> •Pest Control •Economic Development

Street Scene & Waste Management Services
<ul style="list-style-type: none"> •Car Parks/Shopmobility •Street Scene •Street Cleansing •Grounds Maintenance •Highways •Cesspools/Sewers •Public Conveniences •Refuse & Recycling •Waste Management, Policy, Promotion, Management •Fly Tipping, Bill Posting •Abandoned Vehicles •Dog Controls •Engineering Design & Land Drainage •Street Naming & Numbering

RESOURCES

Organisational Development & Human Resources	Legal & Democratic Services	Financial Services	E-Government & Customer Services
<ul style="list-style-type: none"> •Human Resources & Welfare •Organisational Development •Training & Development •Health & safety •Social Inclusion •Workforce Planning •Succession Planning •Payroll •Member Development <i>(Linked with support via Legal & Democratic Services)</i> 	<ul style="list-style-type: none"> •Professional Legal Advice & Services •Election & Electoral Services, Periodic Electoral Review •Civic Support / Democratic Services & Member Support •Corporate Administration/ Central Post Opening & Reception •Knowledge Management •Monitoring Officer Role, Probity & Standards •Advice to Parishes •Freedom of Information, Data Protection, <i>Records Management</i> •Property, Assets & Facilities Management, <i>Building Maintenance</i> 	<ul style="list-style-type: none"> •Accounts & Financial Management & Advice •Corporate Income & Debt Management •Procurement •Revenues & Benefits •Audit (additional reporting Line to Corporate Director, Resources) 	<ul style="list-style-type: none"> •I.C.T. •E Government •E Commerce •Website •Printing & Reprographics •Customer Service Centre •Business Process Re-engineering (BPR)

- Work with Members and Chief Executive to develop vision, Corporate Plan, linked to Community Objectives
- LSP & other strategic partnerships, including health improvement partnerships, supporting people programme, strategy for older people, Local Area Agreements, LPSA etc.
- Development and delivery of corporate strategies, *interpretation of Government Policy*
- Consultation and community engagement, understanding and addressing the needs of the community, customer and citizen.
- Customer, comments, complaints and service review in relation to customer feedback.
- Performance management, EFQM, and other quality standards.
- BV reviews, continuous improvement agenda, production of BVPP.
- Inspections, delivery and achievement of Recovery Plan, CPA.
- External reputation, media, PR, marketing and promotion.
- Community programmes linked to policies of social inclusion, diversity and active communities.
- Special projects/innovation, research analysis, and funding opportunities.

Planning & Environment Services

