



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

FRIDAY, 15TH SEPTEMBER 2006, AT 2.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

AGENDA

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

1. To receive apologies for absence
2. To confirm the Minutes of the Meeting held on 21st August 2006
3. BDHT – Annual Monitoring Report
4. Improvement Plan)
5. CCTV Efficiency – Verbal Update

K. DICKS
Acting Chief Executive

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

7th September 2006.

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Monday, 21st August 2006 at 2.00 p.m.

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

OBSERVERS: Councillors Mrs. J. Dyer M.B.E., Mrs J.M.L.A. Griffiths, Mrs. M. A. Sherrey J.P., Mrs. C.J. Spencer, Mrs. M.M.T. Taylor and P.J. Whittaker.

28/06 **ELECTION OF CHAIRMAN**

RESOLVED: that Councillor P.M. McDonald be elected Chairman of the Board for the remainder of the municipal year.

29/06 **ELECTION OF VICE CHAIRMAN**

RESOLVED: that Councillor J.A. Ruck be elected Vice-Chairman of the Board the Minutes be noted.

30/06 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J.D. Luck and J.A. Ruck.

31/06 **MINUTES**

The Minutes of the Meeting of the Board held on 14th July 2006 were submitted.

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

32/06 **TOP 45 INDICATORS – QUARTER 1, 2006/07**

Consideration was given to the information on the Top 45 set of Performance Indicators which were intended to provide a strategic focus for performance management. Members raised a number of issues which were addressed by the Acting Chief Executive, Heads of Service and if appropriate by the relevant Portfolio Holder.

RESOLVED:

(a) that the relevant Heads of Service be requested to submit further information to members on the following issues:

- (i) BVPI 64 – Vacant dwellings returned to occupation or demolished .In particular budgetary implications of returning dwellings which are not owned by the Local Authority into occupation;
- (ii) BVPI 166a – Environmental Health standards checklist. An explanation was requested as to why the target had been reduced and details of the target for 2006/07;
- (iii) BVPI 202 – Number of rough sleepers. In particular details of how the count of people sleeping rough is undertaken;
- (iv) BVPI 203 – Change in the number of families in temporary accommodation. It was requested that when clarification was received from the DCLG on the mechanism used to report this indicator, this be reported to members together with any further initiatives to reduce the housing waiting list;

- (v) LPI Sports Services – Dolphin Centre Usage. It was requested that in future reports the usage figures for the Dolphin Centre be broken down into individual activities;
 - (vi) LPI Transport Services – Percentage of responses to Excess Charge appeals within 3 days. It was requested that information be submitted on the latest position.
- (b) that in relation to BVPI 218 regarding the removal of Abandoned Vehicles, the target for removal within 24 hours from the point at which the Authority is legally entitled to remove the vehicle be restored to 100% in view of the need to strive for improvement;
- (c) that the remainder of the information contained in the report be noted.

33/06

CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 1 2006/07

Consideration was given to the information on the Corporate Health Performance Indicators. Members were updated where appropriate and a number of issues were raised with the Acting Chief Executive, Heads of Service present and the appropriate Portfolio Holders. Following discussion it was

RESOLVED:

- (a) that Corporate LPI 12 relating to the percentage of reply cards sent in agreed time be deleted to facilitate staff resources being concentrated on Corporate LPI 13 relating to the percentage of full replies sent within 10 days;
- (b) that it be noted that in relation to LPI 18 the “Actual” figure should read 7.6% rather than 30%; and
- (c) that the remainder of the information in the report be noted.

34/06

BUSINESS PLANS 2006/07 – QUARTER 1 REVIEW

Consideration was given to 2006/07 quarter 1 service business plan reviews in order to track the progress towards completion of the plans and to identify any potential problems or difficulties at an early stage. Members highlighted a number of issues in relation to the plans to which officers responded. Following discussion it was

RESOLVED:

- (a) that the reviews of the service business plans as set out in the appendix to the report be noted; and
- (b) that members be given further information relating to the cost of provision of a free collection of bulky refuse, particularly in view of the cost of dealing with fly tipping.

35/06

AUDIT COMMISSION – INSPECTION OF STRATEGIC HOUSING SERVICES

Consideration was given to a report on the recent inspection of the Council's Strategic Housing Services by the Audit Commission together with the Housing Inspection Action Plan compiled in response to the report to address the recommendations made by the Audit Commission.

RESOLVED: that the report of the Audit Commission on Strategic Housing Services together with the Housing Inspection Action Plan addressing the recommendations made be noted.

36/06

PROCUREMENT UPDATE

The Board gave consideration to the report on the latest position in respect of Procurement, including efficiencies achieved to date and projects which were

currently being undertaken. Following discussion it was

RESOLVED: that the report be noted and that when procurement savings are reported to future meetings, a more detailed breakdown of areas in which these have been achieved be included.

37/06

OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

The Board gave consideration to the report containing the financial outturn position of the revenue budget and on capital schemes in respect of the financial year 2005/06. Following discussion, it was

RESOLVED:

- (a) that the net revenue outturn position of £9.747 million against the budget of £9.561 million be noted;
- (b) that the use of reserves and balances be noted and Cabinet be requested to approve this use;
- (c) that the capital underspend of £2.065 million against the estimated outturn Capital Programme for the year 2005/06 be noted;
- (d) that the progress made on capital schemes in the year 2005/06 be noted and Cabinet be requested to approve the carry forward of a total of £1.655 million;
- (e) that the total expenditure of £1.571 million made available under the capitalisation direction be noted;
- (f) that as there were a number of issues relating to areas of overspend within Street Scene and Waste Management, particularly regarding vehicles, the Head of Street Scene and Waste Management be requested to provide additional information and to be in attendance at the next meeting of the Board.

38/06

INTEGRATED FINANCIAL AND PERFORMANCE REPORT- QUARTER 1, 2006/07

Consideration was given to a report which sought to provide information on both the results across a range of performance indicators for quarter 1 relating to corporate priorities and the interrelationship between the Authority's financial position and operational performance in key areas.

RESOLVED:

- (a) that the report and appendices be noted;
- (b) that the current underspend to budget of £10,000 be noted;
- (c) that the predicted overspend be noted and that Heads of Service be requested to review the services provided to reduce the overspends where appropriate;
- (d) that the use of balances be noted;
- (e) that the capital underspend of £549,000 against the probable Revised Capital Programme at June 2006 be noted;
- (f) that the progress made on capital schemes to date be noted;
- (g) that in view of the predicted underspend in relation to Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance, additional information be provided, including the possibility of Performance Indicators being incorporated in respect of the Care and Repair agency.

39/06

IMPROVEMENT PLAN

Consideration was given to the report on the Improvement Plan which had been submitted to Cabinet on 2nd August 2006.

During this item, the Acting Chief Executive introduced Bill Roots to the Board. Mr Roots had recently been appointed to the role of Improvement Director.

Following discussion it was

RESOLVED: that the Improvement Plan be noted.

The Meeting closed at 3.50 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

15TH SEPTEMBER 2006

BROMSGROVE DISTRICT HOUSING TRUST - ANNUAL MONITORING REPORT

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

1.0 SUMMARY

1.1 The report is the first annual monitoring report since Large Scale Voluntary Transfer took place reviewing the performance of Bromsgrove District Housing Trust (BDHT) in respect of three key Issues:

- The progress made by BDHT in respect of the promises made to tenants at the time of stock transfer.
- The contribution being made by BDHT in meeting the four key priorities set out in the Council's Housing Strategy 2006 – 2011.
- Indicators of performance in managing homelessness and housing services for the Council under the Housing Agency Agreement.

2.0 RECOMMENDATION

2.1 **That the content of the report be noted.**

3.0 BACKGROUND

3.1 On 29th March 2004, Bromsgrove District Council transferred its housing stock to a newly created, non profit making housing association, Bromsgrove District Housing Trust (BDHT). The Large Scale Voluntary Transfer of stock provided an opportunity to enable significant service improvements for tenants and additional funding to achieve the Decent Homes Standards for which a programme of delivery is well under way.

3.2 Prior to transfer taking place, the Council had experienced high levels of sales under the Right To Buy (which reduced the stock from approx 6000 in the mid 80's to 3,100 in 2004) which was putting the Council's Housing Revenue Account under increasing pressure and was projected to fall into deficit by 2005. The resulting reduction in revenue and capital income indicated a long term inability by the Council to maintain properties to Decent Homes Standards and accordingly lead the authority to carry out two Options appraisals, the last of which recommended stock transfer as the best way forward to sustain the housing service in Bromsgrove.

3.3 Following an extensive tenant consultation programme and a strong vote by tenants in favour of transfer, the Council gained the approval of the ODPM to

transfer the former council housing stock to a newly created, non profit making housing association, Bromsgrove District Housing Trust in March 2004. The Large Scale Voluntary Transfer of stock provided an opportunity to enable significant service improvements for tenants and additional funding to achieve the Decent Homes Standards for which a programme of delivery is under way. Successful completion of the transfer now enables the Council to focus its full attention on its Strategic Housing Role and Bromsgrove District Housing Trust to access appropriate levels of funding to manage and sustain the housing stock and service.

3.4 Two years on from transfer it is appropriate that our monitoring process expands to embrace a watching brief on BDHT's progress in meeting the promises made to their tenants. Whilst it is primarily a matter for the Housing Corporation to regulate BDHT's performance in managing their service, their performance is key to delivering the Housing Strategy for the Bromsgrove District. It is now appropriate to provide Members with an annual report monitoring BDHT's progress in respect of three key issues:

- The progress made by BDHT in respect of the promises made to tenants at the time of stock transfer.
- The contribution being made by BDHT in meeting the four key priorities set out in the Council's Housing Strategy 2006 – 2011.
- Indicators of performance in managing homelessness and housing services it provides on behalf of the Council under the Housing Agency Agreement.

4.0 **Progress Against Promises Made to Tenants**

4.1 The transfer commitments made to tenants were set out in a formal consultation document issued to all Council tenants prior to the LSVT ballot in 2003. Over 80 promises were contained in the document and these are detailed in the table below which indicates the progress made by BDHT in the first two years following transfer.

4.2

Commitment	Progress Against Commitment
Modernisation of Homes & Planned Maintenance	
<p>Within 3 years:</p> <ul style="list-style-type: none"> • Upgrade communal TV aerials to digital. <p>Within 5 years</p> <ul style="list-style-type: none"> • Double glazed windows for 300 homes without them; • full central heating to those homes that do not have it; • Double glazed front and back doors to over 2,500 properties • A range of security measures to general 	<p>All existing systems have been upgraded to digital compatibility (set top box use only)</p> <p>All homes are now double glazed</p> <p>Central Heating programme has been undertaken. Installation work now continues to those properties originally refusing the work.</p> <p>Approx 700 replaced to date – work ongoing.</p> <p>New doors installed to Secure by Design standards.</p>

<p>needs and sheltered housing;</p> <ul style="list-style-type: none"> • New electrical wiring and sockets to over 3000 homes; • Mains operated hard wired smoke detectors to over 3000 homes at the same time as the rewiring programme. <p>Within 10 years</p> <ul style="list-style-type: none"> • Around 1800 full fuel efficient central heating systems or replacement boilers with a package of insulation measures; • Around 2,800 modern kitchens; • Around 1900 new bathrooms (tenants to be given choice of colour and design); • Modern insulation to 1400 homes; • Conversion of small bed-sits into one bedroom properties. • Tenants consulted on all modernisation proposals. • Tenants to be involved in decisions about the specifications of the improvements (e.g. kitchens). • Tenants can refuse improvements unless health and safety issues, e.g. gas servicing. • No extra increases in rent to pay for modernisation works. • De-canting of tenants in special circumstances with costs of disturbance met. <p>On-going commitment to;</p> <ul style="list-style-type: none"> • Planned and cyclical works to replace kitchens every 20 years. • Servicing Gas Appliances • External painting. • Work with Council to make sure tenant's homes are adapted where needed. • Trust & council will set aside money to carryout adaptations in line with pre- 	<p>Door entry systems being replaced. CCTV being included as appropriate where Warden Call Systems renewed.</p> <p>Electrical upgrades being carried out as part of Kitchen and Bathroom upgrades. Those who refuse have electrical checks/upgrades as required. Programme of additional sockets to be in place from next year.</p> <p>Smoke detectors being installed with Kitchen and Bathrooms work</p> <p>650 new boilers installed to date with thermostatic radiator valves and programmers.</p> <p>Approx 2057 properties have now received bathrooms and kitchens modernisations to date.</p> <p>Approx 2057 properties have now received bathrooms and kitchens modernisations to date.</p> <p>Insulation being upgraded as part of re-roofing works. Survey in hand of all properties to identify sub-standard cases. 15 Flats at Windsor Gardens converted and 2 flats at Willow Court.</p> <p>Tenants consulted individually on kitchen and bathroom details and given choice of front door styles.</p> <p>Panel of tenants involved in choice of contractors and specification of the works.</p> <p>They can (and they do).</p> <p>Rent has only been increased in accordance with agreed formula – see below.</p> <p>Remodelled flats at Windsor Gardens carried out by decanting – removal costs paid by BDHT.</p> <p>Codeman planned maintenance software introduced to plan renewals.</p> <p>Annual servicing contract in place. New contract being procured through EU.</p> <p>Ongoing commitment to reduce requirement for external painting through use of pvc-u. Annual contract for external painting in place.</p> <p>Policy in place to undertake aids and adaptations up to value of £700 without referral for funding to BDC. All stair lifts being maintained free of charge.</p> <p>As above.</p>
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transfer policy.	
Estate Improvement	
<p>Within 10 years</p> <ul style="list-style-type: none"> • £2 million Estate improvement and environment works (such as fencing programmes, improved lighting, car parking and environmental works). • Consult and involve individual tenants and tenant groups on proposals to improve neighbourhoods. • Involve tenant groups in developing any new estate services within available resources. • Dedicated budget to pay for additional play facilities • Where possible provide additional parking spaces on estates. • Consult tenants about grass cutting; • Improve the grass cutting and landscape maintenance service. • Look at introducing extra services for all tenants such as box cutting, hedge trimming and extra grass cutting (free in communal areas, small charge at individual properties). • Review all garage areas and plan to improve or refurbish each site as necessary. 	<p>Regeneration programme commenced targeting areas of greatest concern based on consultation and asset management strategy</p> <p>The Charford Regeneration Focus Group was formed at the end of 2005. Tenants, BDHT staff, BDC and Police all work together to improve the Upper Austin Road area of Charford. Residents have visited other areas that have regeneration and are choosing the Architect for the project in July 2006. In June 2006, tenants in the Austin Rd, Talbot Rd and Villiers Rd flats have been consulted with regards to improvements to their homes and environment.</p> <p>The BDHT Business Plan has made provision for expenditure of £50,000 on the provision of additional play facilities within the first 5 years following stock transfer. This money will be spent through the implementation of the Asset Management Strategy. BDHT will seek match funding from partners to maximise the impact of this spending.</p> <p>BDHT will provide 50% additional parking as part of the Charford Regeneration Scheme. Additional parking is also to be provided at King George Close. BDHT is also working with other communities to identify opportunities for additional car parking to be provided.</p> <p>Best Value review undertaken involving tenants. VMS surveys carried out.</p> <p>Contract now includes requirement for increased frequency of grass cutting and other activities together with removal of risings.</p> <p>As above</p> <p>Asset Management Strategy approved by Board in December 2005. the application of this strategy to identify which garage sites will be refurbished, which will be demolished and put to other use, including development for housing is now being implemented.</p>
Response Repairs	
<ul style="list-style-type: none"> • £3.2 million programme of outstanding catch up repairs within 5 years. • Improve on pre-transfer response repairs performance. • Improved response times • Free phone service for reporting repairs • Appointments service for urgent and non urgent repairs • Consider introducing extra services such as a handy person service and gold service. 	<p>Catch-up repairs have been completed.</p> <p>Customer satisfaction tested and improvement evidenced. Volume of work carried out by team increased.</p> <p>Percentage of work completed on time improved significantly.</p> <p>Introduced July 2004</p> <p>Appointments made for approx 57% of repairs of which 99.97% were kept on time. Full appointment service being introduced</p> <p>The Trust has introduced a Rent Incentive Scheme as a reward for tenants who maintain rent payments. A Best Value Review of the BDHT Estate Cleansing Service ("Two men and a van") has been undertaken to examine the scope for the provision of services by this team.</p>

<ul style="list-style-type: none"> • Introduce new ways to report a repair, e.g. by internet. • Priority repairs to be completed within 12 working days (rather than 15 working days) and by appointment. • Monitor performance against pre-set targets. • Seek to raise performance year on year. • Provide tenants with information on performance annually. 	<p>Specialist electronic link to report repairs via website introduced May 2006. On-line repair ordering form due within 6 months. Commissioning of Graphical Repairs Ordering Software to be evaluated 2006/07. Targets for completion of works are</p> <ul style="list-style-type: none"> • Emergencies within 24 hours • Urgent within 7 calendar days • Routine within 30 calendar days <p>Monitoring systems in place using Business Objects reporting software. Repairs performance is monitored monthly by EMT with quarterly exceptions report to Board</p> <p>Performance against all repairs PIs has improved year on year. Top quartile performance has been achieved against two PIs, percentage of emergency repairs responded to within target and percentage of appointments kept.</p> <p>BDHT Annual Report</p>
Sheltered Housing	
<p>Improvements to homes and community rooms within sheltered housing schemes.</p> <ul style="list-style-type: none"> • To provide services to the same standard as the Council and aim to improve them. • Continue to meet needs of older people. • Use floating support workers in addition to wardens. • Continue to provide existing amenities such as laundry, common rooms, window cleaning and grounds maintenance subject to a service charge. • Determine and pay particular attention to investment needs of homes and community rooms in sheltered housing schemes. • Programme of consultation with tenants with the aim of providing where needed new or upgraded door entry systems, programme of security and insulation work, modernisation of sheltered housing schemes including refurbishment and conversion of some bed-sits and a programme of improvements to communal rooms and facilities including gardens. • Continue to provide access to a community alarm service. 	<p>Shortly after transfer BDHT undertook a comprehensive customer satisfaction survey of residents in sheltered scheme. The survey showed wide variations in customer satisfaction between schemes revealing inconsistencies in service delivery.</p> <p>Working with tenants and stakeholders, including BDC representatives, the service was subjected to a Best Value Review during 2005. BDHT are now implementing the outcome of the review with a move away from scheme based wardens to a Community Model of provision around 4 teams of support officers. This move is in line with Supporting People Strategy to move to a floating support model.</p> <p>The new model of provision will enable support officers to provide support to elderly tenants who do not wish to move into sheltered accommodation and will include all tenures.</p> <p>These services continue to be provided.</p> <p>Decent Homes Policy now in place detailing additional issues for supported housing needs.</p> <p>See previous comments above</p> <p>Emergency Alarm call provision has continued through Bromsgrove Lifeline (BDC).</p>
Development	
<p>Within 5 years:</p> <ul style="list-style-type: none"> • 70 additional homes for rent. 	<p>7 additional homes provided for homeless families through "Buy-Back" with support from BDC. For each</p>

	<p>of these properties BDHT has provided an additional unit of accommodation for the homeless from its own stock. No other landlord has provided this commitment. BDHT have planning permission and have secured Housing Corporation to provide a minimum additional 20 homes to rent and 6 shared ownership homes during 2006/07.</p>
Tenant Participation	
<p>A Tenant participation policy.</p> <ul style="list-style-type: none"> • Adopt and develop the Council's Tenant Participation Compact. • Tenants given opportunity to participate at various levels that suit them. • Regular information to tenants, including regular newsletter. • Regular performance report. • Actively support and develop local residents groups. • Continue to work with Tenants representatives. • Establish Area committees. • Recognise need for local representation. • Focus groups made up of managers and tenants. Quality housing services working Group and repairs Improvement working Group will continue to be involved. 	<p>Resident Involvement strategy developed following transfer – new compact to be developed by residents forum autumn 2006</p> <p>Resident forum developed, 6 area panels, Choice Magazine editorial panel, leaseholders consulted and newsletter, telephone panels. Tenants are invited to participate in the following ways: Area Panels, Residents Forum, Lease Holders Group, Service improvement Team, Mystery Shopping, Telephone Panel, Email consultation, Focus Groups, Editorial Panel or by post</p> <p>Residents receive a quarterly magazine (Choice) and Lease Holders receive a six monthly update news letter. A large range of information leaflets are available from reception in large print, Braille or Audio versions and up to date information is available on our website, including the dates of Area Panel meetings and the minutes from previous meetings. Tenants can also become Mystery Shoppers</p> <p>BDHT Annual Report</p> <p>Customer Involvement has increased the number of residents on Area Panels by 25% in the last 8 months. Residents are encouraged to take part in the Tenants Forum where they can influence the Business Plan, Policies, Service Standards and decisions that are made at the Trust. Training has also been provided to residents in 2005 and Mystery shopper training took place earlier in 2006</p> <p>Monthly meetings, quarterly meetings, regeneration groups, focus groups. Members of staff from all Trust departments have been attending the Area Panel Meetings to answer questions and consult with Tenant Representatives. Tenant representatives are encouraged to attend the Tenants Forum where they can work together with staff on subjects such as policies. The Tenants developed the new Board Member Election Process and are also working with Staff to put together the articles and ideas for the Choice magazine. The Text for every edition is now approved by the tenants editorial panel</p> <p>Area Committees are now called Area Panels and we have 6 panels set up covering, Sidemoor & Town Centre, Catshill & Fairfield, Stoke Prior, Charford, Wythall & Alvechurch, Rubery and Rural Areas</p> <p>Area panel's discussing local issues and representatives on residents forum Policy and procedure work party with residents and staff. Service Improvement Team has tenant representatives All services have been subject to Best Value Reviews, tenants have been included on all working groups. The QHSWG and RIWG have now been disbanded, the work of these groups now being undertaken by the new TP structure of the Residents Forum and Area Panels.</p>

<ul style="list-style-type: none"> • Satisfaction Surveys to tenants every three years. (STATUS) • Other regular surveys. • Tenants able to become Board members (5 out of 15 places on board for tenants). 	<p>A STATUS survey has been commissioned from SNAP Surveys (they undertook the last BDC STATUS survey in 2004). The results are due mid-September.</p> <p>During 2005/06 BDHT undertook 17 customer satisfaction surveys involving the equivalent of 75% of all our tenants, covering areas such as kitchen & bathroom replacements, new boilers, grounds maintenance, estate management, new lettings and response repairs. In addition surveys using SNAP software were undertaken with regard to the complaints procedure and homelessness.</p> <p>5 Tenants continue to be board members, last year two new board members were elected with a voter turnout of around 30%.</p>
General Customer Services	
<ul style="list-style-type: none"> • Simple clear complaints procedure to be available. • Customer care and Complaints Policy. • Designated officer to deal with complaints. • Step-by-step procedure to complain. • Customer care training • Quality and performance improvement training 	<p>BDHT has a complaints procedure in place. Following customer feedback this procedure is being reviewed to make it even easier for customers to understand.</p> <p>Yes, reviewed and agreed by tenants in January 2006.</p> <p>Senior Customer Involvement Officer manages the complaints process.</p> <p>Yes, and available in leaflet format.</p> <p>During 2006/07 all staff and contractors will undergo Customer Care training.</p> <p>All managers under going management development programmes which will ensure improved quality and performance management.</p>
Community Work	
<ul style="list-style-type: none"> • Work closely with public bodies such as OT, Education Service, Police, health authority, GPs and voluntary agencies. • With Employment Service to tackle social exclusion and support neighbourhood renewal initiatives. • Consult with tenants about the need to recruit specialist staff to try to help tenants improve the quality of life on estates, for example by tackling neighbour nuisance or offering advice and assistance with benefit claims. 	<p>BDHT works closely with the Police and through multi-agency PACT meetings to resolve estate and ASB issues. We also work with voluntary groups, church groups, parish councils and youth group to resolve issues around ASB (e.g. Shawfields project). We will work with specialist providers such as ASB4 and mediation services to resolve issues.</p> <p>BDHT are part of multi-agency groups looking at the needs of customers suffering mental health issues and learning difficulties.</p> <p>BDHT are members of the Homelessness Strategy Group led by BDC.</p> <p>BDHT works closely with other support providers such as Stonham (DV) and Baseline (under 25s) to ensure new tenants receive support to sustain tenancies.</p> <p>Officers working with school students through the Young Enterprise Scheme.</p> <p>BDHT is moving away from generic working to create specialist teams to deal with anti-social behaviour and estate management issues and debt management. BDHT officers hold regular liaison meetings with staff from BDC benefits department in order to facilitate better services for customers.</p>
Anti-social behaviour and racial harassment	
<ul style="list-style-type: none"> • Committed to taking decisive action to tackle asb, nuisance and racial harassment 	<p>BDHT has reviewed with tenants policies on ASB and Racial harassment. Our commitment to dealing with these issues has been published and service standards set based on rigorous procedures. A guide to Action has been published to aid officers.</p>

<ul style="list-style-type: none"> work closely with tenants and other agencies to develop strategies tailored to the needs of individual estates. 	<p>BDHT aims to prevent problems arising and where problems occur to seek non-legal means to resolve disputes. Where legal action has to be taken BDHT will use all available powers and will work closely with other agencies to maximise options. BDHT works closely with tenants and stakeholders, often through PACT meetings to resolve issues on particular estates.</p>
Gold Service	
<ul style="list-style-type: none"> Consult tenants on how to introduce a "gold service". 	<p>A formal proposal has not as yet been produced for consideration by tenants.</p>
Supported Housing	
<ul style="list-style-type: none"> Consult with tenants and investigate providing support workers for new tenants using available Government funding. 	<p>Responding to a changing Supporting People agenda BDHT is working to provide a floating support service for homeless households to try to prevent homelessness and where this is not possible to maximise sustainability of new tenancies.</p>
Allocating Homes	
<ul style="list-style-type: none"> Only let to people in housing need. Nomination rights to applicants on Council Register. Transfer List for existing tenants to be able to move. 	<p>BDHT allocation policy is based on an assessment of housing need in the same format as that of BDC.</p> <p>BDHT granted nomination rights to BDC of 75% of new lettings. In 2005/06 80% of all new lettings were to applicants on the BDC Register. BDHT maintains a Transfer Register, 50 tenants transferred homes during 2005/06 from this Register.</p> <p>Management of BDC Housing Register, assessment of BDC duties under homelessness legislation and management of BDC temporary accommodation undertaken at COST.</p>
Rent	
<ul style="list-style-type: none"> Guarantee that Rent increases annually limited to rate of inflation plus ½% plus £2.00 per week in any year. After 2012 rent increase by inflation plus ½% Service charges separated from rent charges. Continue to be able to pay rent in the same way, (including cash office and rent collector). Only seek end a tenancy for rent arrears as a last resort. Grounds for eviction will be the same as for the Council. 	<p>Annual rent increases have been in accordance with this formula.</p> <p>Service charges are identified separately from rent charges.</p> <p>BDHT has promoted the use of Direct Debit for payment of rent with approximately 30% of tenants now paying rent by this means. Through the use of All Pay BDHT tenants can now pay rent at local post offices and Pay Zones as well as via the internet. Due to health and safety/insurance issues BDHT no longer provides a door-to-door collection service. BDHT arrears policy states that eviction will be sought only as a last resort.</p> <p>Yes the transferring tenant's agreement only allows BDHT to use those grounds that were available to the Council, i.e. they cannot use ground 8 – mandatory possession for arrears over 8 weeks.</p>

5.0 The contribution being made by BDHT in assisting the Council to meet the four key priorities set out in the Council's Housing Strategy 2006 – 2011

5.1 Since transfer, partnership working has been developed between the Council, BDHT and other organisations such as CAB and Baseline to ensure that an efficient and seamless service is provided to the homeless and to work towards the Council's strategic aims for housing in the District.

5.2 Regular Officer Working Groups where the Strategic Housing officers of the Council work closely with BDHT and other agencies include:

- The Affordable Housing Project Working Group (*on the development of new housing schemes*)
- The Homelessness Strategy Steering Group (*developing a wide range of support and preventative services for the homeless*)
- The Homelessness Service Improvement Group (*Developing and progressing an action plan of improvements to achieve a seamless good quality service to homeless applicants*)
- The Hostel De-Commissioning/Re-modelling of Temporary Accommodation Working Group. (*Developing proposals to improve and re-model the type of temporary accommodation provided to clients experiencing homelessness*)

5.3 The table below sets out examples of where the work of BDHT is actively supporting the Council's Housing Strategy.

COUNCIL STRATEGIC HOUSING PRIORITY	CONTRIBUTION BY BDHT TOWARDS THE HOUSING PRIORITY
<ul style="list-style-type: none"> ▪ PRIORITY 1 – ADDRESSING THE SHORTAGE OF AFFORDABLE HOUSING ▪ Focusing on achieving a well balanced Housing Market and a consistent and appropriate supply of affordable housing to meet urban and rural needs, making best use of planning powers and the resources available 	<p>7 additional homes provided for homeless families through "Buy-Back" with support from BDC. For each of these properties BDHT has provided an additional unit of accommodation for the homeless from its own stock.</p> <p>BDHT have planning permission and have secured Housing Corporation to provide a minimum additional 20 homes to rent and 6 shared ownership homes during 2006/07.</p> <p>BDHT are working on rural housing schemes in Stoke Prior (bid into Housing Corp for 18 units) and Beoley.</p> <p>BDHT are developing a scheme to develop a total of 17 flats on three sites in Charford.</p> <p>BDHT allocation policy is based on an assessment of housing need in the same format as that of BDC.</p> <p>BDHT granted nomination rights to BDC of 75% of new lettings. In 2005/06 80% of all new lettings were to applicants on the BDC Register.</p> <p>BDHT have financially supported the provision of a Rural Housing Enabling Officer for Worcestershire.</p>
<ul style="list-style-type: none"> ▪ PRIORITY 2 – IMPROVING THE QUALITY AND AVAILABILITY OF PRIVATE SECTOR HOUSING ▪ To achieve sustained decent housing 	<p>Whilst this priority relates to privately owned dwellings BDHT applies the principles of energy efficiency and achieving decent homes standards in all of the social housing dwellings it owns.</p> <p>BDHT is assisting the Council in trying to develop a</p>

<p>conditions, a strong, well managed private rented sector, improved energy efficiency of domestic homes and increased availability and accessibility of privately rented accommodation offering people more choice.</p>	<p>private leasing scheme to bring back into use empty homes.</p>
<ul style="list-style-type: none"> ▪ PRIORITY 3 – ADDRESSING HOMELESSNESS ▪ Promoting a continued co-ordinated approach to the ongoing provision of early intervention preventative and support services for the homeless and an improved supply of permanent accommodation to reduce the use of temporary accommodation. Increased access to privately rented housing for the homeless is targeted to help achieve this and to maintain our minimal use of Bed & Breakfast accommodation. The strategy also focuses upon providing an improved standard and type of temporary accommodation where it has to be used, offering dispersed self contained housing. 	<p>BDHT is developing a new homelessness support and preventative service for the homeless from Nov 2006 to provide a floating support service for homeless households to try to prevent homelessness and where this is not possible to maximise sustainability of new tenancies.</p> <p>Working with BDC in developing proposals to improve and re-model the type of temporary accommodation provided to clients experiencing homelessness.</p> <p>BDHT are working with the Council and Supporting People to convert Gateway hostel into 5 individual dwellings for DV.</p> <p>Improved provision of temporary accommodation through 7 additional homes provided for homeless families through "Buy-Back" with support from BDC. For each of these properties BDHT has provided an additional unit of accommodation for the homeless from its own stock.</p> <p>BDHT operate the Homelessness Service for the Council under a Service Level Agreement.</p> <p>BDHT funded a mock inspection of homelessness services through Housing Quality Network.</p>
<ul style="list-style-type: none"> ▪ PRIORITY 4 - ASSISTING VULNERABLE GROUPS TO LIVE INDEPENDENTLY ▪ Aimed at enabling people who are vulnerable through age, disability or life experience to live independently, within the community. Promotion of healthy, safe and independent living, through improved housing conditions, home safety & security checks and by creating the right environment through improvements and adaptations and linked action to enable older people to be discharged from hospital more rapidly through more efficient home adaptation. 	<p>BDHT work closely with BDC in relation to DFG adaptations and where appropriate incorporate adaptations within their scheduled modernisation programme.</p> <p>BDHT have reviewed sheltered housing service with a move away from scheme based wardens to a Community Model of provision around 4 teams of support officers. This move is in line with Supporting People Strategy to move to a floating support model. The new model of provision will enable support officers to provide support to elderly tenants who do not wish to move into sheltered accommodation and will include all tenures.</p> <p>BDHT has continued the work of BDC (prior to transfer) in developing proposals and bidding for funding to re-model Gilbert Court to Extra Care housing.</p> <p>BDHT works closely with the Police and through multi-agency PACT meetings to resolve estate and ASB issues. We also work with voluntary groups, church groups, parish councils and youth group to resolve issues around ASB (e.g. Shawfields project). We will work with specialist providers such as ASB4 and mediation services to resolve issues.</p> <p>BDHT are part of multi-agency groups looking at the needs of customers suffering mental health issues and learning difficulties.</p> <p>BDHT are members of the Homelessness Strategy Group led by BDC.</p> <p>BDHT works closely with other support providers such as Stonham (DV) and Baseline (under 25s) to ensure new tenants receive support to sustain tenancies.</p> <p>Officers working with school students through the Young Enterprise Scheme.</p>

	BDHT is moving away from generic working to create specialist teams to deal with anti-social behaviour and estate management issues and debt management. BDHT officers hold regular liaison meetings with staff from BDC benefits department in order to facilitate better services for customers.
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6.0 Indicators of performance in managing homelessness and housing services for the Council

BDHT provide housing services on behalf of the Council under a Service Level Agreement. This Housing Agency Agreement includes assisting homeless applicants, securing temporary accommodation, operating a housing register and managing hostel and caravan site accommodation.

The monitoring of performance of the services provided by BDHT and the collation of statistical information upon housing needs and homelessness is important to the development of the Council's Housing Strategy and as such a broad range of local PI's are regularly collated for management purposes. The following information relating to the performance of BDHT is collected.

Local PI	ACTUAL 2005/2006
% of homeless applications dealt with within 33 days (Target 97%)	97.31%
Length of time to nominate to RSL's (Target = 5 days)	4.92 days
% of new applications entered on the waiting list within 10 days (target 80%)	96.19%
% of amendments to the Housing register applications made within 10 days. (Target 100%)	95.04%
Number of Homelessness appeals	5
Number of BDHT lettings made to BDC waiting list and Homeless applicants (Target 75%)	184 (80.34%)
Hostel fees Collection rate (guaranteed min 92%)	92.7%
Caravan Site Licence Fee Collection Rate (guaranteed min 92%)	94.82%

7.0 Legal Implications

- 7.1 The Housing Transfer Contract contains specific obligations for BDHT to meet the promises made to tenants that are enforceable by Deed of Covenant. Therefore if the RSL was to fail in fulfilling the promises, the Council could seek to enforce them to do so by applying for an injunction. Such action should only be considered if the RSL had firstly been given reasonable opportunity to remedy any such breach.

Background Papers

None

Contact officer

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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

15TH SEPTEMBER 2006

IMPROVEMENT PLAN UPDATE - JULY 2006

Responsible Portfolio Holder	Councillor Hollingworth, Executive Leader/Strategic Development & Partnerships
Responsible Head of Service	Hugh Bennett, Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Board on the progress against the Improvement Plan for July 2006.

2. RECOMMENDATION

- 2.1 That the Board Members consider the attached Improvement Plan update for July 2006 and make any recommendations for improvement to Cabinet (Attached as Appendix 1).

3. BACKGROUND

- 3.1 As part of the Council being in voluntary engagement a Recovery Plan was required. It was recently agreed that the format needed revamping and this was carried out in July, with the Recovery Plan being re-titled the Improvement Plan. The new Improvement Plan was reported to the Board in August. The attached report contains information on the progress in July, which was reported to the Government Monitoring Board on 06 September.

4. Progress in July 2006

- 4.1 The Improvement Plan is 66% on target, broken down as follows:

Green 31 actions (66%)
Amber 11 actions (23%)
Red 5 actions (11%)

5. Financial Implications

- 5.1 There are no direct financial implications.

6. Legal Implications

- 6.1 There are no direct legal implications.

7. Corporate Objectives

7.1 The Improvement Plan impacts on all corporate objectives.

8. Risk Management

8.1 None.

9. Corporate Governance

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

Background Papers

There are no further background papers.

Report Author

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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



Improvement Plan – July Update

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	
		Ongoing training on equal opportunities and recruitment procedures	Ongoing	JP	

Progress Update

The contract for the Customer Panel has been awarded to SNAP Surveys. The advert for the Communications Manager will not go out until early September in order to avoid a poor response. This may cause a delay of a few weeks in the appointment.

Staff Survey sent out in July – being received during August.
 New recruitment brand discussed at CMT 8th August 2006.
 Recruitment statistics commencing with Strategic Planning Manager vacancy, which closes 1st September 2006.
 Recruitment and Selection Management training on-going.





Improvement Plan – July 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.

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	HB													Not completed due to other pressures.



Improvement Plan – July Update

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
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 2007/08 consultation plans.	HB													Business Planning timetable delayed.
1.2.7	Work with contractor to enable 2007/08 consultation plans.	HB													Problems with contractor.
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.



Improvement Plan – July Update

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 monthly one to ones with each HoS.	HB													Lack of mgmt 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.



Improvement Plan – July Update

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

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.	



Improvement Plan – July Update

Progress Update

A forward plan for the Communications, Policy & Performance Team has been established; however, this does require further work to enable a proper risk management of communications. Core Brief has been sent out to staff on two-weekly basis. This has covered the Council's current performance, areas of focus and improvement.



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.



Improvement Plan – July Update

2.3	Council Chat																
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 2007	CF	Budget will be required to address aspects of equalities e.g. BV156, increased consultation and DDA Audit	



Improvement Plan – July Update

3.2	Inclusive Race Equality Scheme launched and consulted on.	<p>Launch of consultation by 30th September – to close 18th November. Scheme to be formally launched on 4th December 2006.</p> <p>This date has been brought forward to the 23rd September as we are hosting a formal consultation conference to publicly launch the consultation period.</p> <p>The E&D Forum is being consulted on the Inclusive Equalities Scheme and is playing an active part in the facilitation of the Consultation Launch event on 23/9/06.</p>	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

All identified actions are being delivered within the timescales identified.

In addition to the identified actions, two member training sessions will be carried out internally on 9th and 21st September. The training has been designed to enable members to perform within their new and revised roles and responsibilities in relation to equalities and diversity. This is significant as member engagement has been identified as a risk.

The Council has produced yellow strap line inserts to go out with routine correspondence.

Bromsgrove District Council is assisting the County with a BAME consultation on 13th September.

Visit arranged to Northampton Council. Northampton has reached level 3 and have agreed to shared best practice.

Black History Month events have been finalized and funding secured from various external partners.





Improvement Plan – July 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.
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.



Improvement Plan – July Update

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 and revision of AIES	CF													Lack of capacity.
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



Improvement Plan – July Update

4.4	Effective feedback from staff on development of Plan and communication of.	Staff champions appointed.	30 June 2006	HB	Corporate Communications, Policy and Performance Team.
		Feedback to staff against points raised.	31 July 2006	HB	

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.

Progress Update

The Improvement Plan has been approved by GMB and Cabinet. It was communicated to staff via the Core Brief. A report has been produced for August Leaders' Group and September Cabinet on the Council Plan. This details the new Vision, Council Objectives, Priorities and Values. A range of partners and staff champions were listened to by the Leader and SMT. Feedback to staff champions will take place in September.



Ref	Action	Lead													Risks	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
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.



Improvement Plan – July Update

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.

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	HB													Poor attendance.



Improvement Plan – July Update

	Equalities Forum on feedback														
4.4	Staff														
4.4.1	Listen to staff champions views.	HB													Lack of engagement from staff.
4.4.2	Feedback to champions on outcomes of away day.	HB													Lack of engagement from staff.

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.				



Improvement Plan – July Update

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.

Progress Update

The LSP Board meeting clashed with meeting the Minister, so was cancelled and rearranged for September. All papers were prepared and had been sent out.



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.



Improvement Plan – July Update

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.

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.



Improvement Plan – July Update

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.

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.



Improvement Plan – July Update

Progress Update	
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
6.1	Neighbourhood Mgmt														
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.



Improvement Plan – July Update

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.



Improvement Plan – July Update

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.



Improvement Plan – July Update

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.
Progress Update Templates for business plans agreed. LSP Board meeting cancelled as it clashed with trip to visit Minister.					



Improvement Plan – July Update

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.



Improvement Plan – July Update

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.



Improvement Plan – July Update

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.



Improvement Plan – July Update

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
7.8.3	Shoppers procured.														Budget insufficient.
7.8.4	Mystery shopping takes place.														Contact problems.
7.8.5	Results reported to CMT/Cabinet.														Poor quality report.

Progress Update

PDRs being routinely monitored by CMT to emphasise acknowledgement of their strategic importance upon delivery of corporate priorities.

PDR scheme and process review commencing immediately.





Improvement Plan – July Update

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.
Progress Update Brief prepared for consultants and discussions taking place with procurement officer regarding process surrounding tendering.					

Ref	Action	Lead													Risks	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
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



Improvement Plan – July Update

														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

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.



Improvement Plan – July Update

Progress Update

All actions are progressing and on target.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
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.

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														



Improvement Plan – July Update

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.

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	



Improvement Plan – July Update

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

Progress Update

It was not possible to recruit an interim Development Control & Building Control Manager. Following a facilitated session with Walsall MBC, it was decided to delete the D&BC Manager post and operate a more formal area team structure, increasing the responsibilities of the team leaders, but also adding additional case officers to each area team.

Members' working party to meet 14/8/06 to discuss delegation for refusals.

Met with Walsall MBC with regard to affordable housing issue – no clear answer to Bromsgrove situation. It is therefore intended to arrange a meeting with GOWM to discuss the issue.





Improvement Plan – July Update

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



Improvement Plan – July Update

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



Improvement Plan – July Update

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). This is a repeat of 12.4.	Establish and implement formal system for reporting and acting on racial incidents	September 2006	RH	Community Safety Team
<p>Progress Update</p> <p>Culture Inspection: An Improvement Planning Group has been set up and has met twice. It is intended that the first draft of the self-assessment will be presented to the group on 11th September 2006.</p> <p>The development and implementation of the action plan for domestic violence is due to be discussed with the Community Safety Partnership's Domestic Violence Group in September.</p> <p>The work to establish and implement a formal system for reporting and acting on racial incidents is on target for completion in September.</p>					



Improvement Plan – July Update

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 22 August	RH													Not converting 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	RH													Lack of senior management



Improvement Plan – July Update

	result of the findings of the Peer Assessment.																	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.



Improvement Plan – July Update

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).	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)	End August 2006. Sept 2006. Quotations have been received Delivery of recycling boxes will commence 3rd July 2006 at minimum rate of 100 month. 1% improvement in the indicator per quarter. Ongoing. Commence discussions August 2006 with aim to install 1st bins Feb 2007	MB	Resources already in place. Sale of 2 existing stillage vehicles will fund modifications for 2 others. Currently hiring kerbside vehicles for H&S reasons. Capital funding required to purchase new kerbsiders Box delivery continuing. Possible capital fund for additional bins. Following initial discussions with BDHT bin requirements to be assessed.



Improvement Plan – July Update

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. Ongoing. Some new staff already commenced.</p> <p>Completed,</p>	MB	<p>All necessary resources are available.</p> <p>Tender return anticipated 22nd August.</p> <p>Temporary staff being used for inspection regime.</p>



Improvement Plan – July Update

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 	<p>Commenced and ongoing.</p> <p>New report being written for CSC to be able to report weekly. Completed.</p> <p>Report being completed and used.</p> <p>End of August 2006.</p>	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>



Improvement Plan – July Update

Progress Update	
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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.



Improvement Plan – July Update

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.



Improvement Plan – July Update

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	Set up Content Assistants group and draft content guidelines Organise training for Content Assistants in the use of the new Content Management System (CMS) Install new CMS Redesign website in line with Worcestershire Hub Partnership's standard web template.	30 September 2006	DP/JG	ICT officer time and Hub resources Departmental Content Assistants time Content Management System software



Improvement Plan – July Update

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.2	Access to ICT (SOCITM)	<p>Deliver ICT Infrastructure project to provide a stable platform for ICT and web based developments</p> <p>Develop rollout program for PC desktop refresh</p> <p>Develop new website to provide improved access to services and transactions</p> <p>Deliver data element of the Spatial project to cleanse Council data and to enable the development of more integrated back office systems inc:</p> <p>Implementation of corporate EDM system</p> <p>Implementation of back office integration with E-shop CRM system</p> <p>Implementation of mobile working</p>	<p>31 October 2006</p> <p>30 June 2007</p> <p>March 2008</p>	DP/JG	<p>ICT officer time</p> <p>Departmental staff time to check cleansed data</p>
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/JG	<p>ICT staff time</p> <p>Hub resources</p>



Improvement Plan – July Update

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.	Introduce a corporate telephone answering protocol Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony Provide statistics from new VoIP system to support telephony performance monitoring	31 August 2006	DP/JG	ICT staff time
14.5	Core applications to be available 90% of the time during Council service delivery hours.	Use new ICT infrastructure to implement monitoring Produce application availability statistics and communicate to wider organisation	31 October 2006	DP/JG	ICT staff time Monitoring software
Progress Update A contents assistants group has been set up and training in the use of the new CMS has been delivered. The website redesign is progressing and content is being tidied up.					



Improvement Plan – July Update

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



Improvement Plan – July Update

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													



Improvement Plan – July Update

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													



Improvement Plan – July Update

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/JG	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/JG	Staff time
Progress Update					
<p>A complaints system demo took place in July 06. A draft complaint handling procedure is being drawn up prior to the purchase of a system. This will ensure that the system meets the business needs of the organization.</p>					



Improvement Plan – July Update

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



Improvement Plan – July Update

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

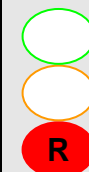


Improvement Plan – July Update

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

Progress Update

System demos will be arranged during September 2006. A scope and business case will be drafted after the demos.



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



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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

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	DP													Reduced level of staff to cover peak times



Improvement Plan – July Update

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.3	75% of correspondence responded to within 10 working days.	<p>Introduce letter answering guidelines</p> <p>Introduce method of monitoring letter answering and producing statistics to support monitoring process</p>	September 2006	DP/HB/JG	Staff time

Progress Update

The new VoIP telephony system is being developed to produce usage statistics. ICT staff are undergoing training to learn how to extract data from the system.

Letter answering guidelines have not been drafted as monitoring may be included as part of a corporate complaints system.



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 answering protocol	DP														Protocol not adopted or adhered to by all 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



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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



Improvement Plan – July Update

Human Resources and Organisational Development					
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
Progress Update Work progressing well on both the Modern Councillor Programme and the Top Team Development Programme.					



Improvement Plan – July Update

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 approval for “roles” and supporting training programme	JP/CA													Council does not 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



Improvement Plan – July Update

19.3	Staff in better position to deliver service objectives	Implementation of People Strategy and workforce plan	Workforce Plan Sept 06	JP	Workforce planning currently due to be completed by October but can be done earlier if additional resources put in.
	Improved organisational capacity	Development & adoption of capability procedure	Capability Procedure August 06	JP	
		Implementation of capability procedure (Including Manager training)	By January 07	J Pitman	

Progress Update

Capability Procedure & Policy discussed with HoS and initial discussions with Union Liaison in July. Comments from all parties being received and considered. Implementation and training at end 2006/Jan 2007.

Grievance/Disciplinary/Attendance Management procedures being updated for implementation at the end of 2006/Jan 2007.

3-year plan of review of all HR policies/procedures from 2006-2009.

Single Status project underway. Steering Group in place, benchmark jobs identified and training imminent. WMLGA supporting.



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



Improvement Plan – July Update

																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 assessor	JP/HP															Action plan not approved by panel

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.



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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



Improvement Plan – July Update

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.
Progress Update Revised absence reporting techniques introduced April 2006 and reviewed August 2006. Attendance Management Policy revised, to be trialled at Depot August to September 2006 and then discussed with Unions for full implementation and training October – December 2006. Quick wins proposals for short term attendance management being put forward weekly by HR & OD for discussion at CMT.					



Improvement Plan – July Update

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.



Improvement Plan – July Update

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	DWP 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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Progress Update

21.1 – Statement of Accounts to members by 30th June 06. Accountants preparing working papers for external audit (Aug 06). Discussed with Wychavon best practice re working papers and with KPMG as to the key actions for level 2 UOR.

21.2 – work is ongoing towards the achievement of DWP performance standard level 3. There are issues with staffing within fraud but these should be addressed in September when the team is fully staffed. A self assessment was undertaken as at the end of March and the Council scored 4 (excellent) on our enablers (policies and processes) and 2 (meeting minimum standards) on the performance indicators.

21.3 – The July performance is 29.67 days (top quartile) – this is to be maintained to improve the average for the year.

21.4 – The July performance is 7.05 days (top quartile) – this is to be maintained to improve the average for the year.



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													Completed
21.1.3	KLOE 1 Financial Reporting Working papers to be prepared in line with "Prepared by Client" list	JP													As above.



Improvement Plan – July Update

	supplied by KPMG and to be ready for commencement of audit on Monday 21 st August 2006														
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 highlight issues.	JP													Completed.
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	JP													As above



Improvement Plan – July Update

	production of summary accounts.														
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 assessments of likely future income.	JP													As above

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	Kloe 2 Financial Management Annual Report to Cabinet (under capital strategy the Capital Asset Project Group has responsibility for asset management) covering <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 outstanding debt.	JP													As above
21.1.15	KLOE 4 Internal Control Completion of Corporate	JP													Buy in from HOS Buy in from members



Improvement Plan – July Update

	and operational risk registers and report to Audit Board														
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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 basis.	JP													As above
21.1.20	KLOE Value For Money Quarterly reports to PMB to	JP													Staff capability Staff resources



Improvement Plan – July Update

	link costs to performance and to identify potential overspend with actual plans to address															Resource required for VFM work Skill set re VFM not apparent in finance team at present.
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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	DWP Performance Standard														
	PERFORMANCE MEASURES														
21.2.1	CLAIMS ADMINISTRATION New Claims over 50 days (PM2) – range 16%-9% - Implement workflow for new claims to ensure that	AB/HL													ICT system failure Delays in implementation of workflow



Improvement Plan – July Update

	old claims are identified and processed in a timely way														
21.2.2	Percentage of new claims decided within 14 days of receiving information (PM3) – 83%-90% -Implement new procedures for claims with team. Including more proactive communication with customers and external agencies	AB/HL													Staff Capability Staff Resources ICT failure

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
21.2.3	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													Successful appointment to post
21.2.4	Percentage of rent allowances claims paid on time or within 7 days of decision being made PM4 – 83%-90% Review criteria of cheque runs twice weekly	AB/HL													
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%	AB/HL													Staff Capability Staff Resources



Improvement Plan – July Update

	25% of claims processed to be checked by management														ICT failure Legislative changes
21.2.6	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79% Testing of system to enable reports to be run to establish PI	AB/HL													
21.2.8	PM8 – amount of HB overpayments recovered during period as total amount of HB debt at end of period Testing of system to enable reports to be run to establish PI	AB/HL													
21.2.9	PM9 – amount of HB overpayments written of as % of total debt at end of period >5% Monthly monitoring in place by service	AB/HL													



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	manager													
21.2.10	SECURITY: PM10 Number of interventions for which review action has commenced since April 1st. 91%-100% Team fully staffed to meet targets as set	MW												
21.2.11	PM11 % of data matches resolved within 2 months 86%-90% System to be reviewed with ICT & Academy – new release will solve issue	MW												
21.2.12	Number of claimant visited PM12 91%-100% Team fully staffed to meet targets as set	MW												
21.2.13	PM16 Number of successful sanctions per 1000 caseload 2.9-4.2 Team fully staffed to meet targets as set	MW												
21.2.14	PM13 No of fraud referrals per 1000 caseload Every 3 months advert placed ion local press to ask for info on benefit cheats/fraud	MW												
21.2.15	PM14 no o fraud investigators employed	MW												



Improvement Plan – July Update

	per 1000 caseload Team fully staffed to meet targets as set													
21.2.16	PM15 no of fraud investigations per 1000 caseload Team in place therefore improvements	MW												
21.2.17	USER FOCUS PM17 % of applications for reconsideration / revision actioned and notified within 4 weeks 60%-65% Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target	AB/HL												
21.2.18	PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target	AB/HL												
21.2.19	PM19 % of appeals	AB/HL												



Improvement Plan – July Update

	submitted to the tribunal service within 3 months 90%-95% Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target													
	ENABLERS													
21.2.20	CLAIMS PROCESSING E9 Quality Checks	AB/HL												Staff Capability Staff Resources ICT failure Legislative changes
21.2.21	E10 User quality checks to improve performance	AB/HL												
21.2.22	E3 –E5 Gathering information													
21.2.23	USER FOCUS E38-E39 Benefit Take Up E49 Complaints													
21.2.24	RESOURCE MANAGEMENT E55/56 Providing for a skilled and competent workforce E57/58 Value for Money E59/60 ICT Systems	JP												



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Risks
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
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



Improvement Plan – July Update

21.3.7	target dates required for document types in Iclipse	AB/HL														Staff capability Staff training needs
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