



BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

FRIDAY, 24TH NOVEMBER 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.

A G E N D A

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 20th October 2006 (attached).
3. Improvement Plan – September Update (attached)
4. Performance Indicators – Quarter 2 Update (attached)
5. Integrated Financial Management and Performance Report – April to September (attached)

K. DICKS
Acting Chief Executive

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

15th November 2006.

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

Friday, 20th October 2006 at 2.00 p.m.

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

OBSERVERS: Councillor Mrs. M. M. T. Taylor was also in attendance.

45/06 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. J. D. Luck and C. B. Lanham (Board Members) and Mrs. J. Dyer and Mrs. M. A. Sherrey J.P. (Portfolio Holders/Observers).

46/06 **MINUTES**

The Minutes of the Meeting of the Board held on 15th September 2006 were submitted.

RESOLVED: that, subject to the inclusion of Councillor A. N. Blagg in Minute No. 40/06 (Apologies), the Minutes be approved and confirmed as a correct record.

47/06 **FUTURE MEETINGS**

Prior to the consideration of the main items of business on the agenda, some Members expressed concern that the current timescale for collating and presenting information before the Board was likely, in some instances, to mean that details would be out of date and that it was, therefore, difficult to establish the "true picture". In reply, the Assistant Chief Executive indicated that these statistics were those which had been submitted to the last meeting of the Government Monitoring Board (as had always been the case previously), but, notwithstanding this, Members felt that it would be beneficial if this Board were to examine the details first. It was reported that the Government Monitoring Board had changed their next meeting (November) from the end of the month to an earlier date, and, accordingly, it was proposed by Councillor P. M. McDonald and seconded by Councillor J. A. Ruck and

RESOLVED: that, wherever possible on future occasions, this Board meet on the Friday preceding the Government Monitoring Board.

48/06 **IMPROVEMENT PLAN**

Consideration was given to the report on the Improvement Plan for August

2006. Members raised a number of issues, and particular reference was made to the following:

Modernisation of the Council Brand
Press Releases used for potential “banana skins”
PACT Meetings -Questions were asked over whether this Council’s officers were able to devote sufficient time to these meetings under current circumstances. It was noted that the majority of complaints raised at these events concerned either the Police and/or the County Highways Partnership Unit, and members made a plea to officers to assist them in attempting to solicit responses by any means possible to their many unanswered queries, and also to endeavour to promote regular meetings in an attempt to improve dialogue and to resolve a number of highway issues at first hand. Accordingly, the following were proposed by Councillor P. M. McDonald, seconded by Councillor J. A. Ruck, and it was agreed that it be

RECOMMENDED:

- (a) that, with regard to the issue relating to the new letterheads, the Executive Cabinet be requested to issue a directive that no supplies of the new letterheads (when available) should be introduced until all of the old stationery stock has been exhausted;
- (b) that the dates of future PACT meetings be circulated to all Members of the Council for information;
- (c) that details of “The Bromsgrove Way” be circulated electronically to all Members of the Council for information; and
- (d) that, in all other respects, the Report be noted.

49/06

EXCEPTION REPORT

The first “Exception Report”, i.e., a report setting out the progress of those areas of most concern contained within the Improvement Plan for August 2006, was submitted.

RESOLVED: that the Report be noted.

50/06

DATE OF NEXT MEETING

RESOLVED: that the next meeting of the Group be held at 2.00 p.m. on Friday, 24th November 2006.

The Meeting closed at 3.30 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

24TH NOVEMBER 2006

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN AND EXCEPTION REPORT SEPTEMBER 2006

Responsible Portfolio Holder	Councillor Roger Hollingsworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board to ask them to consider the attached updated Exception Report and Improvement Plan Report September 2006

2. RECOMMENDATION

- 2.1 That the Performance Management Board consider the corrective action being taken
- 2.2 That the Performance Management Board note that 94% of the Improvement Plan is on target or only one month behind

3. BACKGROUND

- 3.1 The Council overhauled its Recovery Plan in July 2006 in order to give the plan a more outward focus e.g. performance indicators, customer issues, strategic priorities etc. The new plan, renamed the Improvement Plan, was agreed by Cabinet on 2nd August 2006

4. PROGRESS IN SEPTEMBER 2006

- 4.1 Overall performance as at the end of quarter 2 (30th September 2006) is as follows: -

September 2006			August 2006		
RED	9	6%	RED	11	9.2%
AMBER	46	29%	AMBER	30	25.2
GREEN	103	65%	GREEN	78	65.5

Where: -

	On Target
	Less than one month behind target
	Over one month behind target
	Original date of planned action
	Re-programmed date.

- 4.2 An Exception Report detailing corporate actions being under taken for red and amber tasks is attached at **Appendix 1**.
- 4.2 The full Improvement Plan is attached as **Appendix 2**. Red actions are those more than one month behind schedule. Amber actions are less than one month behind schedule. Grey blocks denote actions not yet started and hatched blocks denote that the task has been re-programmed.

5. FINANCIAL IMPLICATIONS

- 4.1 No financial implications

5. LEGAL IMPLICATIONS

- 5.1 No Legal Implications

6. CORPORATE OBJECTIVES

- 6.1 The Improvement Plan relates to all of the Council's four objectives and 10 priorities as approved on the 19th September Full Council.

7. RISK MANAGEMENT

- 7.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

8. CUSTOMER IMPLICATIONS

- 8.1 The Improvement Plan is concerned with strategic and operational issues that will impact on the customer.

9. OTHER IMPLICATIONS

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
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Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

10. **OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<u>No</u>

11. APPENDICES

Appendix 1 Improvement Plan Exception Report September 2006

Appendix 2 Improvement Plan September 2006

12. BACKGROUND PAPERS

Cabinet Report for approval of new Improvement Plan August 2nd 2006

CONTACT OFFICER

Name: Christine Sanders
E Mail: c.sanders@bromsgrove.gov.uk
Tel: (01527) 881668

Improvement Plan Exception Report September 2006

1. Improved image and perception of the Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
1.3.1	Establish Accurate information on workforce profile sending out pro-forma asking for verification /identification of missing information.		Questionnaires sent out to all employees in July. 60 outstanding, which are being chased through HoS and through the Connect employee newsletter.	JP	30 Nov.06
1.3.2	Start analysing recruitment and HR data on equal opportunities information.		Started recording data in January 2006. Evaluation and analysis to commence with effect from October 2006.	JP	31 st Oct. 06
1.3.3	Agree and adopt new corporate employer advertising style		Branding style agreed in principle, subject to further information on cost implications. Final sign off to be given at CMT on 10 th October.	JP	10 th Oct. 06
1.3.5	New application form for recruitment – removal of personal information.		New application form will be live from October 2006.	JP	31 st Oct.06
1.4.3	Appoint Communications Manager.		Interview date 6 th November	HB	06 th Nov.06
1.4.6	Press Officer to have monthly one to ones with each HoS.		These have not taken place due to other pressures. Rescheduled for when Communications Manager is in post	HB	31 st Jan.07

Ref	September Action	Colour	Corrective Action	Who	Revised Date
1.5.2	Draft Style Guide and review completed.		DEA&I require more time. Re-programmed for mid-November. Would not be able to action properly until Communications and Customer First Manager in post.	HB	15 th Nov.06
1.5.3	Agree Brand actions with CMT.		I&DEA behind schedule. See 1.5.2.	HB	15 th Nov.06
1.5.4	Agree Style Guide with Leader.		I&DEA behind schedule. See 1.5.2.	HB	31 st Dec.06
1.5.5	Further actions are dependent on outcome of review.		I&DEA behind schedule. See 1.5.2.	HB	31 st Dec.06

2. Effective risk managed communications and consultation					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
2.2.3	Launch new Vision.		Vision poster in draft. Needs to be printed and distributed. Now linked to tidy up of all notice boards. Testing an approach in November with roll out in December.	HB	31 st Dec.06

4. Clear strategic direction for Council developed					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
4.2.3	Agree Council Plan with CMT.		Re-programmed to integrate with MTFS	HB	31 st Jan.06
4.3.2	Feedback to partners on results of away day		Leader and ACEO have met with key partners. The agreement of the Council Plan has been re-programmed to February, on the advice of the Improvement Director, in order to tie in with the budget. It would be more appropriate to feed back to partners once decisions have been taken.	KD	31 st Mar. 06
4.3.4	LSP Stakeholder Forum.		Now planned for 8th November 2006. Over 100 attendees.	HB	08 th Nov.06

5. Progress towards tangible outcomes from partnership working					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
5.4.2	LSP Stakeholder event meeting invites sent out.		September and October were already too crowded with events, which included the voluntary sector, so it was agreed to hold the event on 08 November. Over 100 people are expected.	HB	08 th Nov.06
5.4.3	LSP Stakeholder Meeting takes place.		No available dates. Meeting scheduled 8th Nov 2006	HB	08 th Nov.06

6. Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
6.1.1	Agree approach to neighbourhood management with partners.		Different approach planned Report to be tabled as options Paper at 30 th November Board meeting. On target for this date.	HB	30 th Nov.06
6.2.1	Report from Police to LSP Board on future funding and administration.		Police unable to produce for September meeting. Re-programmed with Police for November meeting of LSP Board.	HB	30 th Nov.06

7. Improve Customer and Performance Culture of Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
7.2.3	Review of PDR forms & Process		Drafts completed. Initial consultation Trade unions have requested an extension to the consultation period which has been agreed Cabinet to consider proposed PDR process for Chief Executive .	JP	31 st Dec.06 3 rd Jan 2007
7.2.4	Implementation of new PDR forms and process effective from next annual appraisal year.		PDR timetable put back to fit in better with business and budget timetable. Training for managers and employees in Jan 2007 Cascade of PDR process from Feb to April 2007	JP	30 th Apr.06
7.3.1	Appoint Corporate Policy and Performance Officer.		Two appointments made. One subsequently declined the offer. An interim appointment has now been made until 31 March 2007.	HB	06 Nov.06

Ref	September Action	Colour	Corrective Action	Who	Revised Date
7.6.2	LSP Board receives second progress reports and PI information every two months.		The LSP Board met on the 29 September and received project progress reports on its priorities. Clarification has been sought from GOWM about PI reporting due to concerns from the Council's partners about double reporting. A limited number of performance indicators will be reported at the November Board meeting.	HB	30 th Nov.06
7.6.3	LSP Board receives annual report that is reported into PMB.		In draft. The officer responsible for supporting the LSP was taken away from this work to provide support on the Improvement Plan and PI reporting. This officer has now been switched backed to the LSP.	HB	30 th Nov.06
7.7.1	Team Award Scheme agreed by CMT		Delayed, but now live.	HB	03 rd Nov.06
7.7.2	Monthly award scheme up and running.		See above.	HB	03 rd Nov.06
7.7.3	Customer First posters agreed and displayed.		Approved waiting for three other types of poster to be printed then all will be launched in December.	HB	31 st Dec.06

8. Re –development of Bromsgrove Town Centre					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
8.1.1	Identification of consultants to support town centre development.		Tendering has been extended to the 04 October.	PS	4th Oct.06
8.1.2	Carry out issues and options analysis		Clarification was required on procurement rules and whether council needed to re-tender.	PS/ DH/ MD	04 th Oct. 06

9. Re Development of Longbridge Site					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
9.1.2	Publish Preferred options document.		The Council alone does not control the consultation date. The Issues and Options Report is now out for consultation. The closing date is mid-November.	PS/DH/MD	14 th Feb.07

12. Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
12.1.4	Commence work towards achieving an E Excellent Service [TAES.]		Some initial work commenced re the preparation of the scope of the self-assessment. Second meeting is arranged for 15 November.	JG	15 th Nov.06
12.1.5	Draft position statement Produced.		Due to the current management capacity issues and external consultant appointed to write the self-assessment for January.	PS	30 th Jan. 07
12.1.6	Gap Analysis carried out related to KLOE12.2.1.		External consultant to be appointed to write the self-assessment. Re-programmed for to December.	PS	30 th Dec 06
12.2.1	Develop an action plan (for domestic violence) to review and assess needs. Will be developed annually to assess needs and highlight BVPI that needs to be addressed.		Focus group and self-assessment to be undertaken this year, with action plan resulting from this work for 2007/08.	PS	30 th Dec 06

14. Improved Access to Services Electronically					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
14.1.5	Launch new web site.		Due to ICT and departmental staffing pressures a new launch date of 31 st October 2006 has been set.	DP	31 st Oct.06
14.2.3	Develop new website to provide improved access to services and transactions.		The web site is being redesigned for launch on Oct 31 st 2006. Improved transactional services will also be provided as part of the new site.	DP	31 st Oct.06
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.		The Spatial contract has been signed and work has started to plan the roll out of the project. First cuts of data have been extracted for testing To be completed by 31 December.	DP	31 st Dec. 06
14.3.2	Continue to develop new web site to provide electronic access to high usage user.		Web site content will be further developed after the launch of the new site to provide additional self-serve options for our customers. To be completed by 30 November 2006.	DP	30 th Nov. 06
14.3.3	Deliver more online services inline with the priority outcomes for e-government.		More transactional services will be added to the new website after the launch in October. To be completed by 30 Nov.06.	DP	30 th Nov. 06

15. Reduction in Number of Complaints					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
15.1.3	Purchase and install system		System will be purchased after completion of demos and comparison against scope has been made. Dependant on input from ACE for completion of 15.1.2&15.1.3.	DP/HB	30 th Sep.06
15.2.1	Establish baseline from which to measure trend		Information gathering underway to establish a baseline. This will be done once system is established	DP	28 th Feb 07
15.2.2	Develop complaint handling procedure		A draft procedure is being developed in consultation with staff. To be completed by 30 November 2006.	DP	30 th Nov.06
15.2.3	Use new complaints system to provide monitoring data		Monitoring data will be generated when a new system is installed.	DP	30 th Jan.07

17. Improved Customer Service – Whole Council					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
17.3.1	Introduce letter-answering guidelines.		Guidelines to be introduced in the complaints handling manual. Agreed complaints policy Letter guidelines to be agreed as part of training in November 2007	DP	31 st Dec 06
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Monitoring will be undertaken as part of the complaints handling system This will start once the programme has been installed.	DP	31 st Jan 07

17. Improved Governance					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Revised Training Needs Analysis methodology agreed with Group Leaders	JP	30 Nov.06
18.1.5	Commence implementation of training programme		Modern Councillor Programme to be launched at November Full Council.	JP	November Full Council

19. Suitably Skilled Workforce					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
19.1.5	Develop succession planning policy		Re-programmed due to capacity issues.	JP	March 07
19.2.3	Implement actions from staff survey		There are 39 actions in the staff survey /IIP action plan 19 Actions have been part or fully implemented since May 06 20 actions awaiting implementation	JP	Ongoing until the summer of 07
19.3.2	Develop workforce plan.		Re programmed to create capacity for managers.	JP	April 07
19.3.3	Develop capability plan.		Complete subject to implementation of training [see below]	JP/LS	30 th Sept. 2006
19.3.4	Implement capability policy launch and training		Policy launched 27 th October 06 Training to take place in December 06	JP	6 th Dec 06

20. Improved Performance in Key HR Measures					
20.1.5	Adopt new sickness absence policy		Out to consultation and re-programmed to allow more time for unions consultation	JP	30 th Dec 06

21. Improved Financial Management and Improved Services					
Ref	September Action	Colour	Corrective Action	Who	Revised Date
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts		Cash flow delayed D Due to audit of accounts and financial monitoring reports to be commenced in October	JP	31 st Oct. 2006
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Management have increased the number of checks to 25% that they make on the claims process and have noticed an improvement this will not be verified until the figures are received from the DWP at the end of October The staff have weekly team meetings where performance and any training issues are discussed.	JP	Nov. 06 to report information from DWP relating to April September accuracy.
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79% *		The recovery of overpayments to target shows poor performance to September. This is the first month that the figures have been available from the system. The overpayments officer is now focusing on this issue and reviewing the current target in line with DWP guidance.	JLP	30 th Dec 06

Ref	September Action	Colour	Corrective Action	Who	Revised Date
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.		Actual target for Sept. 98 against target of 129 One element of this has been the holiday period. The fraud manager is reviewing the current target in line with DWP guidance.	JP	30 th Dec 06
21.2.12	Number of claimant visited PM12 91%-100% Team fully staffed to meet targets.		Actual target for Sept. 98 against target of 129 One element of this has been the holiday period. In addition the fraud manager will investigate the validity of achieving target.	AB JLP	30 th Nov 2006



Improvement Plan –September update Appendix 2

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.
1.3	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). New advertising brand to be developed to promote the Council as a modern, open employer thereby attracting more diverse applicants. Production and analysis of recruitment statistics collected. Ongoing training on equal opportunities and recruitment procedures	31 August 2006 31 August 2006 31 August 2006 Ongoing	JP JP JP JP	Head of HR & OD Senior HR Advisor All Managers All staff To be funded from services Head of HR&OD Senior HR Advisor Recruitment/Advertising Agency - to be funded from services CMT To be funded from training budget



Improvement Plan –September update Appendix 2

1.4	Increase the percentage of positive articles in the local press.	<p>Develop a more pro-active approach to media coverage and positive relationship with the local media</p> <p>Improved service delivery to reduce negative stories.</p> <p>Identify and celebrate success</p>	<p>30 November 2006</p> <p>See rest of Improvement Plan.</p> <p>On-going.</p>	<p>HB</p> <p>CMT</p> <p>HB</p>	<p>Appoint new Communications Manager.</p> <p>See rest of Improvement Plan.</p> <p>Appoint new Communications Manager</p>
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

Progress Update

The contract for the Customer Panel has been awarded to SNAP Surveys. The JD for the Communications Manager has been finalised and the advert went out in September. Consultation Policy and Guidance produced and agreed by Leader's Group. Seven focus groups planned before Christmas (two on the budget and five on customer standards). I&DeA are producing a style guide for the end of September and have been meeting Members and officers as part of this work. The report has been received from the I&DEA , but the Style Guide is not expected now until mid November



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.1	Public Perception														
1.1.1	Award Customer Panel contract.	HB													Contract awarded and action plan developed for delivery
1.1.2	Agree focus groups for development of customer standards.	HB													Planned for October and agreed locations with Cabinet
1.1.3	Undertake focus groups.	HB													Customer focus groups to be undertaken in October with budget ones planned for November
1.1.4	Develop questions for first Panel survey.	HB													Questions to be developed after the focus groups
1.1.5	Undertake survey.	HB													Survey now planned fro January
1.1.6	Feedback results.	HB													Re-programmed as a result of above.
1.1.7	Repeat survey.	HB													Re-programmed as a result of above.
1.2	Regular consultation														
1.2.1	Award Customer Panel Contract.	HB													Awarded



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.2.2	Agree Consultation Guidance for managers.	HB													Agreed with Leaders Group in September
1.2.3	Re-fresh Department's Consultation Plans for next 6 months.	HB													Not required as work programmed for panel agreed
1.2.4	Link requirements to Customer Panel.	HB													See above
1.2.5	Undertake consultations as required.	HB													Consultations organised for November.
1.2.6	Departments develop 2007/08 consultation plans.	HB													
1.2.7	Work with contractor to enable 2007/08 consultation plans.	HB													
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													<p>Questionnaire sent out to all employees in July.</p> <p>264 returned by end of September 06. Approximately 60 outstanding.</p> <p>Outstanding forms being chased through the relevant Heads of Service, and via "Connect", the employee newsletter.</p>



Improvement Plan –September update Appendix 2

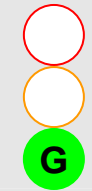
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.3.2	Start analysing recruitment/HR data on equal opportunities information	JP													Started recording data in January 2006. Evaluation and analysis to commence with effect from October 2006.
1.3.3	Agree and adopt new corporate employer advertising style	JP													Branding style agreed in principle, subject to further information on cost implications. Final sign off to be given at CMT on 10 th October.
1.3.4	Run equal ops training programme on an ongoing basis.	JP													On-target.
1.3.5	New application form for recruitment – removal of personal information	JP													New application form will be live from October 2006.
1.4	Positive Press Articles														
1.4.1	Agree Job description for Communications Manager.	HB													Agreed
1.4.2	Advertise post. for Communications Manager.	HB													Post advertised closing date 23 rd October
1.4.3	Appoint Communications Manager.	HB													Interview date 6 th November
1.4.4	Manager starts.	HB													Date to be confirmed on appointment



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
1.4.5	More pro-active approach developed by manager.	HB													To be develop once In post
1.4.6	Press Officer to have monthly one to ones with each HoS.	HB													These have not taken place due to other pressures. Rescheduled for when Communications Manager is in post
1.4.7	Press to be a standing item on weekly SMT agenda.	HB													Issues have been identified, but difficulties in influencing the press. Despite this 82% of press coverage is positive
1.4.8	ACE to meet with Press Officer every Monday.	MP													Meeting in dairy, but not used due to no major issues arising
1.5	Brand														
1.5.1	I&DeA complete interviews with staff.	HB													Complete
1.5.2	Draft Style Guide and review completed.	HB													I&DEA require more time. Re-programmed for mid-November
1.5.3	Agree actions with CMT.	HB													I&DEA behind schedule
1.5.4	Agree Style Guide with Leader.	HB													I&DEA behind schedule
1.5.5	Further actions are dependent on outcome of review.	HB													See above

Improvement Plan –September update Appendix 2

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.
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.					



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Actions
	Risk Mgmt of Press														
2.1.1	Establish forward plan.	KD													Deferred until the appointment of the Communications Manager.
2.1.2	Monitor plan each month at CMT.	KD													Deferred until the appointment of the Communications Manager
2.1.3	Develop communication plans for any “banana skins”.	HB													These have been previously developed, but are not required since inception of the improvement plan
2.2	Staff Communication														
2.2.1	Continue to send out Core Brief.	HB													Produced to standard every 2 weeks
2.2.2	Establish staff champions group to improve translation of corporate messages.	HB/JP													One meetings has taken place



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
2.2.3	Launch new Vision.	KD/HB													Vision poster in draft. Needs to be printed and distributed. Now linked to tidy up of all notice boards. Testing an approach in November with roll out in December.
2.2.4	Undertake Employee Survey to check whether message received.	HB/JP													HR decision to move to May confirmed Current timing does not fit in with PDR process
2.3	Council Chat														
2.3.1	Communications Manager in post.	HB													Appointment delayed Interviews 6 th Nov appointment unlikely to commence before New Year
2.3.2	Member's Editorial Panel established.	HB													It has taken longer to decide which Members. First meeting will now take place in January 2007
2.3.3	First new edition published.	HB													Agreed with the portfolio holder to await appointment of Comms Manager before overhauling
2.3.4	Second new edition published.	HB													This will now be the first new edition.



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2.3.5	Third new edition in draft.	HB																This will now be the second new edition.
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													
3.2	Inclusive Race Equality Scheme launched and consulted on.	Launch of consultation by 30 th September – to close 18 th November. Scheme to be formally launched on 4 th December 2006. This date has been brought forward to the 23 rd September as we are hosting a formal consultation conference to publicly launch the consultation period. 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.	04 December 2006	CF/HB	Resources required to ensure meaningful and effective consultation process													

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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.
<p>Progress Update</p> <p>All identified actions are being delivered within the timescales identified.</p> <p>The Launch Conference of the Inclusive Equalities Scheme took place on 23rd September. There were workshops on the Councils Priorities and all six Equalities Strands. The keynote speaker for the event was Carmel Kerr the Equality and Diversity Director for the West Midlands Regional Assembly.</p> <p>Member training was delivered successfully in August. As a result Members have identified additional information and training that they require on Equality. 31 out of 39 members have been trained and a further date set for a final session.</p> <p>Equality Impact Assessment workshops are running throughout the month of September to assist line managers in the completion of their assessments. A facilitator from SCOPE is assisting the managers in the completion of the assessments in respect of Disability. The toolkit has been revised in partnership with SCOPE into a completion form. This is easier to use and has developed further as a result of the workshops. Evaluation questionnaires have been sent out and will be reported on when the current round of workshops is complete. Further workshops are required in respect of the action planning process.</p> <p>Black History Month events have been finalised and funding secured from various external partners. A Black History Month leaflet is being prepared by the Council for distribution across the District.</p> <p>An initial scoping document has been submitted for a Capacity Building Bid to assist the Council with its Equalities and Diversity agenda.</p> <p>The Council has established a small working group in partnership with BDHT to develop a robust racial incident reporting procedure and support mechanisms for victims. Training will be requires and this forms part of the scoping report for Capacity Building Funds.</p> <p>The Equalities Officer and Assistant are supporting and advising the Culture and Community section in relation to their forthcoming inspection.</p>					

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
3.1	Equality Standard														
3.1.1	BVPI 2a quarterly assessment.	CF													On target
3.1.2	Revise 2a working certificate.	CF													Completed
3.1.3	Impact Assessment surgeries.	CF													On target
3.1.4	AIES to Leaders.	CF													Completed
3.1.5	AIES to Cabinet.	CF													Completed
3.1.6	AIES to full council.	CF													On target
3.1.7	AIES consultation launch - 1/10 to 18/11/2006.	CF													On target
3.1.8	AIES formal launch 4 th December 2006.	CF													On target
3.1.9	Implementing AIES.	CF													On target
3.1.10	Planning 1 st annual review and revision of AIES.	CF													On target
3.1.11	Input to Council results.	CF													On target
3.2	Race Equality Scheme														
3.2.1	BVPI 2b quarterly assessment	CF													On target
3.2.2	Impact Assessment surgeries	CF													Completed



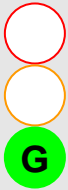
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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
3.2.3	Inclusive Equalities Scheme [IES] to Leaders	CF													Completed
3.2.4	IES to Cabinet	CF													Approved and ratified at by Full Council 06 October
3.2.5	IES to Full Council	CF													
3.2.6	AIES consultation launch - 1/10 to 18/11/2006	CF													
3.2.7	AIES formal launch 4 th December 2006	CF													
3.2.8	Implementing AIES	CF													
3.2.9	Planning 1 st annual review and revision of AIES	CF													
3.2.10	Input to Council Results.	CF													
3.3	BME representation														
3.3.1	Award Customer Panel contract.	HB													Awarded
3.3.2	Recruit to Panel.	HB													Recruitment being undertaken
3.3.3	Undertake first survey.	HB													Survey to take place in Jan 07
3.3.4	Survey every 6 months thereafter.	HB													See above.

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Corporate & External Improvements					
4.	Expected Outcome	Clear Strategic Direction for Council Developed			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
4.1	Improvement plan approved by Executive Cabinet and Government Monitoring Board (GMB).	Revise existing recovery plan to reflect new priorities.	18 July 2006 (GMB)	CMT/Cabinet	Addressing particular issues within the Improvement Plan will require additional resources – these will be quantified and submitted to Cabinet in August.
4.2	Council Plan 2007/2010 agreed.	Develop Council Plan 2007/2010 using external facilitation and balanced scorecard. Positive feedback from Progress Assessment.	November Council	SMT/Cabinet	Budget in place and priorities agreed,
4.3	Effective feedback from partners and public on development of Plan and communication of.	Meetings with key partners and feedback of results.	31 July 2006	SMT/Cabinet	SMT/Cabinet time.
4.4	Effective feedback from staff on development of Plan and communication of.	Staff champions appointed. Feedback to staff against points raised.	30 June 2006 31 July 2006	HB HB	Corporate Communications, Policy and Performance Team.

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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					
<p>GMB and Cabinet have approved the Improvement Plan. 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. The Leader and SMT listened to ranges of partners and staff champions. Feedback to staff champions has taken place September. The Council has put itself forward for an early CPA There will be no progress assessment. The Council Pan has been deferred until the new year on the advice of the Improvement Director, in order to fit in with the MTFS timetable. A draft came to CMT in October and has been circulated to the Heads of Service for information to be included.</p>					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
4.1	Improvement Plan															
4.1.1	Agreed by GMB.	KD														Approved
4.1.2	Agreed by Cabinet.	RH														Was subsequently approved by Full Council Sept 06
4.1.3	Communicated to staff.	HB														Via Core Brief



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
4.1.4	Reported to Full Council.	RH													Approved September 2006
4.1.5	Monthly monitoring at CMT and bi-monthly at GMB.	KD													Completed, but timetable needs to be reviewed with Improvement Director, in order to create space for officers to manage.
4.2	Council Plan														
4.2.1	Write up balanced scorecard.	HB													Achieved
4.2.2	Further develop measures.	HB													Approach agreed away day 19 th Sept 06
4.2.3	Agree with CMT.	HB													Re-programmed to integrate with MTFS
4.2.4	Agree with Cabinet and feed into budget process.	HB													The Council Plan will feed into this process
4.2.5	Report to Full Council.	HB													Put back with Leaders approval
4.3	Partners and Public														
4.3.1	CEO and Leader to meet with partners.	KD													Completed
4.3.2	Feedback to partners on results of away day.	KD													Better to feedback, once Council Plan approved.
4.3.3	Send partners copy of approved Council Plan.	HB													See above comments about Plan



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
4.3.4	Stakeholder Forum.	HB													Now planned for 8th November 2006. Over 100 attendees
4.3.5	Separate meeting for Equalities Forum on feedback	HB													Toilets and Parking were the two big problems
4.4	Staff														
4.4.1	Listen to staff champion's views.	HB													Completed
4.4.2	Feedback to champions on outcomes of away day.	HB													Completed
4.4.3	Work with champions on keeping the message current.	HB													Programme of meetings arranged

Improvement Plan –September update Appendix 2

Corporate & External Improvements					
5	Expected Outcome	Progress Towards Tangible Outcomes from Partnership Working			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
5.1	LSP priorities on target to be delivered.	New LSP Board established, with performance management and project management framework in place around four identified priorities i.e. town centre redevelopment, affordable housing, Longbridge and LAA.	LSP Board, on-going.	SMT Leader	Corporate Communications, Policy and Performance Team.
5.2	LSP Board members give positive feedback on Council's improvement.	Partners gaining feedback on what the Council's priorities are and Council engaging with partners.	31 January 2007	SMT Leader	Corporate Communications, Policy and Performance Team.
5.3	Council can demonstrate value of partnership working in relation to its agenda and to partners' agendas.	Each Cabinet Member to engage with 3/5 most important partners.	31 October 2006	SMT Leader	CEO and Leader
5.4	Positive feedback from annual stakeholder meeting.	Set up meeting.	30 September 2006	SMT Leader	Corporate Communications, Policy and Performance Team.
Progress Update					
Meeting took place with representative from GOWM being present Further meetings planned for November on Longbridge Consultation Next proper meeting 30 th November 2006. Annual Report for LSP in draft. Stakeholder meeting planned for November with over 100 attending.					



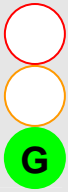
Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
5.1	LSP Priorities														
5.1.1	Progress reports on priority projects to LSP Board.	HB													Delayed due to meeting with Minister.
5.1.2	Progress reports to LSP Board with performance indicators.	HB													Good meeting which has resulted in dialogue with BDHT and an extra meeting at Longbridge
5.1.3	Annual report to LSP Board and to PMB.	HB													
5.2	LSP Board Feedback														
5.2.1	Leader and CEO to meet with partners.	KD													Completed
5.2.2	Leader and CEO to attend LSP Board.	KD													Undertaken as part of work on Council's own priorities
5.3	Value of Partnerships														
5.3.1	Series of meetings established.	KD													Every two months
5.3.2	Meetings held.	KD													Board meeting took place on 29 September.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
5.4	Stakeholder Meeting														
5.4.1	Meeting agenda and format agreed by LSP Board.	HB													Delayed due to meeting with Minister
5.4.2	Meeting invites sent out.	HB													Meeting now planned for November due to other stakeholder meeting already arranged [to many for voluntary sector to attend] Invites sent out in Oct 2/3
5.4.3	Meeting takes place.	HB													No available dates. Meeting scheduled 8th Nov 2006

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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.
6.2	PACT. Good attendance levels, evidence 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.
Progress Update					
Project Group established. Report timetabled for leaders group 15th November 2006					



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
6.1	Neighbourhood Mgmt														
6.1.1	Agree approach with partners.	HB	Grey	Grey	Orange	Diagonal	Diagonal								Different approach planned Report to be tabled as options Paper at 30 th November Board meeting. On target.
6.1.2	Formally report to LSP Board.	HB					Grey								
6.1.3	Formally report to Cabinet.	HB					Grey								
6.1.4	Feed into budget process.	HB					Grey								
6.1.5	Develop implementation plan (possible pilot).	HB						Grey	Grey	Grey	Grey				
	Roll out new approach (or possible pilot).	HB										Grey	Grey	Grey	
6.2	PACT														
6.2.1	Report from Police to LSP Board on future funding and administration.	HB			Orange		Diagonal								Police unable to produce for September meeting.
6.1	Neighborhood Mgmt														
6.2.2	Feed results into budget process if required.	HB				Grey									
6.2.3	Roll out new approach	HB					Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
6.2.4	Annual review report of PACT and issues raised to LSP Board and PACT.	HB													

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



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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
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.
7.5	Top 45 and Corporate Health indicators reviewed	Key Performance/Business Drivers identified for the Council. Tiered approach developed to performance management involving Corporate Directors and Portfolio Holders (monthly reporting of PIs)	New set in place for quarter 2 2006/07 reporting. Arrangements in place for 31 August 2007.	LB HB	Corporate Communications, Policy and Performance Team. Corporate Communications, Policy and Performance Team.
7.6	Performance framework for LSP established.	Priorities agreed, supported by projects and key performance indicators.	30 September 2006	LB	Corporate Communications, Policy and Performance Team.
7.7	Performance culture and reports to public	Team award scheme. Customer First Posters.	31 August 2006 31 July 2006	SS	Visit Walsall/Customer First Officer.
7.8	Positive feedback from mystery shopping exercise across whole Council in April 2007	Develop budget bid.	30 April 2007	SS	Customer First Officer.

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Progress Update

Service Business planning training has started with agreed new template. Service business planning template linked to budget process. Benchmarking visit to authority using Performance Plus undertaken. Decision to mothball the system in the short term and switch to reporting on Excel. Performance Plus User Group now meeting monthly to develop excel reporting. Benchmarking visit to Walsall undertaken Team award scheme to be reported to CMT in early October. Customer First poster agreed. Business planning on target

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.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.1	Service Business Plans														
7.1.1	Agree templates and guidance.	HB													Agreed at Cabinet
7.1.2	Undertake training.	HP													Training completed
7.1.3	Write business plans.	HB													
7.1.4	Challenge plans	SMT													
7.1.5	Feed into budget process.	KD													
7.1.6	Publish agreed plans after budget finalised.	HB													
7.2	PDRs														
7.2.1	Check PDRs measured correctly	JP													



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.2.2	Monitor & police PDRs for previous period and current period	JP													Completed
7.2.3	Review of PDR forms & Process	JP													Drafts completed. Consultation date closed on 27 October.
7.2.4	Implementation of new PDR forms and process effective from next annual appraisal year	JP													PDR timetable put back to fit in better with business and budget timetable.
7.3	Performance Plus														
7.3.1	Appoint Corporate Policy and Performance Officer.	HB													Two appointments made. One subsequently declined the offer. Currently searching for an interim officer.
7.3.2	Corporate Policy and Performance Officer starts.	HB													One officer due to start 4 th Dec 2006
7.3.3	Arrange visit from Coventry CC.	HB													No longer required as visit to other authority using Performance Plus undertaken.
7.3.4	Update Performance Plus based on results of benchmarking.	HB													



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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.4	Performance Based Budgeting														
7.4.1	Link budget templates and business planning templates.	HB													Budget bid proforma included in business plan template
7.4.2	Challenge costed business plans and feed into budget process.	SMT													
7.5	PI Reporting														
7.5.1	Improvement Plan agreed.	HB													Agreed and July progress reported
7.5.2	Measures on template updated for second quarter.	HB													Template overhauled with monthly reporting and cumulative. Further work required on reducing number of indicators reported to Members.
7.5.3	New information collected by officers.	HB													
7.5.4	Top 45 and Corporate Health merged and reported formally to Members.	HB													

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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.6	LSP Performance Framework														
7.6.1	New Board receives first project progress reports.	HB													Cancelled due to meeting with Minister.
7.6.2	Board receives second progress reports and PI information every two months	HB													Clarification sought from GOWM. Will start reporting in November.
7.6.3	Board receives annual report that is reported onto PMB.	HB													Re timetabled for November
7.7	Performance Culture														
7.7.1	Team Award Scheme agreed by CMT	HB													Investigative work completed Report due end of October
7.7.2	Monthly award scheme up and running.	HB													Has now started.
7.7.3	Customer First posters agreed and displayed.	HB													Approved waiting for three other types of poster to be printed then all will be launched in December.
7.8	Mystery Shoppers														
7.8.1	Budget bid as part of business planning.	HB													No bid being put forward given financial constraints.
7.8.2	Bid agreed.	HB													See above.



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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.8.2	Bid agreed.	HB													See previous page.
7.8.3	Shoppers procured.														See previous page.
7.8.4	Mystery shopping takes place.														See previous page.
7.8.5	Results reported to CMT/Cabinet.														See previous page.

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

Exploratory discussions taking place with consultants regarding the preparation of an Area Action Plan . Meeting arranged for the 4th of October with consultants, a detailed briefing will follow this on content of work plan for consultants. They will be asked to produce a work plan and submit it to Council. Work will commence on issues and options from January 2007. Discussions are also being initiated on a business improvement district with colleagues from Warwickshire County Council.





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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
8.1	Town Centre														
8.1.1	Identification of Consultants to support town centre development	PS													Tendering extended to 4 th October 2006
8.1.2	Carry out issues and options development	PS/DH/MD													Clarification required on procurement rules and whether council needed to re-tender.
8.1.3	Consult on issues and options	PS/DH/MD													
8.1.4	Respond to representations	PS/DH/MD													
8.1.5	Submit to inspectorate	PS/DH/MD													



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Planning and Environment					
9.	Expected Outcome	Re-development of Longbridge Site			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
9.1	Agreement of an area action plan. Planning at an advanced stage and decisions taken on future usage.	Finalise action plan.	30 April 2007	PS	Services Directorate and consultancy.

Progress Update	
<p>The issues and options report has been finalised and will be published for a period of public consultation running from the 16th of October until the 17th of November The consultation has been advertised in the local press and exhibitions have been arranged in order that people can address any issues they have directly with the people responsible for producing the plan A paper is being prepared for Council to consider accepting a joint approach to public consultation on a preferred option with Birmingham city Council A report is being prepared for Cabinet to provide information of progress with developments at Longbridge A presentation will be made to the Bromsgrove LSP on 30th October regarding issues and options Once the issues and options consultation is complete results will be analysed and a 'preferred options' paper will be prepared for consideration by Cabinet This paper should then go out to public consultation in February 2007.</p>	

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
9.1	Longbridge														
9.1.1	Gather evidence and initial public consultation	PS/DH/MD													Completed.

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
9.1.2	Publish Preferred options document.	PS/DH/MD													Issues and Options report out for consultation Closing date now mid-November. LSP making response. Council cannot respond at this stage, as planning authority.
9.1.3	Formal Consultation on Preferred Options	PS/DH/MD													Closing date now mid-November.
9.1.4	Respond to preferred options consultation														
9.1.5	Submit Final Document to Inspectorate	PS/DH/MD													
9.1.6	Formal Consultation on Submission Document	PS/DH/MD													



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Planning and Environment					
10.	Expected Outcome	Improved Housing for the District			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
10.1	One star promising prospects for improvement re-inspection judgment.	Strategic Housing Inspection action plan in place.	31 October 2007	PS/AC	Resourced Action Plan.
10.2	100 units of new affordable housing built or under construction.	Work with appropriate partners to secure sites and funding.	30 June 2007	PS/AC	S.106./partners. Other capital funds.
10.3	Reduce average length of stay in hostel accommodation from 16 weeks to 8 weeks (BV 183b)	Two offers of accommodation. Close hostels. Supporting people/preventative work.	30 November 2006	PS/AC	Capital receipts and Housing Team.
Progress Update					
<p>Wythall Hostel is now empty and secured for marketing The occupancy of remaining hostels reduced de commissioning the working group developed timetable for remodeling plans being developed for a bid from the housing Corporation in November use of temp accommodation is reducing Reports proposing additional preventative measures and a Private leasing Scheme scheduled for Exec Cabinet on Nov 1st Housing Corporation have now approved funding for extra care Broad Street and Stoke Prior schemes Proposals for Rural Housing schemes in Clent and Alvechurch developing toward planning approval stage</p>					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
10.1	Housing Re-inspection															
10.1.1	Prepared Inspection Action Plan.	AC														Completed



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.1.2	Strengthen focus on customer care.	AC													
10.1.3	Strengthen approach to diversity.	AC													Completed
10.1.4	Improve approach to VFM.	JP													
10.1.5	Improve leadership and support to strategic housing.	PS													
10.2	Affordable Housing														
10.2.1	Work with RSLs to identify sites and development.	AC													<p>A target has been set to deliver 400 affordable units over the 5 year period 2006 – 2011. Programmed delivery during 2006/7 92 units. Pipeline schemes with potential for delivery during 2007/8 onwards – 149 units.</p>



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.2.2	Financial contributions will be explored.	AC													£7,584,098 of Housing Corporation funding has been granted this year to provide a total of 147 units of accommodation over the next 2 years. This is being supplemented by discounted land, Local Authority grant totaling £485,000 and £112,000 of WM Regional Housing Pot LA Grant to directly provide additional dwellings.
10.3	Hostel Accommodation														
10.3.1	Prepare plans for remodeling hostels	AC													Completed.
10.3.2	Decant and mothball a proportion of hostel accommodation	AC													
10.3.3	Draw up plans for remodeling and submit planning application	PS													
10.4.4	Formulate bid to Housing Corporation	PS													See 10.2.2

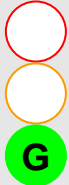


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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.4.5	Provide Council with a financial analysis of remodeling of 3 hostels	PS													

11.	Expected Outcome	Improved Planning Service			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
11.1	55% of major planning applications determined in 13 weeks (BVPI 109a).	Flexible boundaries for teams. Two consultants to deal with straight forward applications. Delegate report format shortened. Reduce negotiation on application (see next BVPI) Major applications to be dealt with by team leaders	In place In place In place On going Started 1 st July	DH	All Existing
11.2	77% of minor applications determined in eight weeks (BVPI 109b).	As above and two new officers to start in July. Recruitment continued. Development Control surgeries. Determining % of outstanding applications by end of July.	On going On going In place	DH	All Existing

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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
<p>Progress Update</p> <p>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. Job descriptions have been prepared and the move to the new structure took place on 01 October.</p> <p>Members' working party met 14 August to discuss delegation for refusals. ,reducing the Planning Committee Membership to 13 and introducing public speaking . All matters were agreed and Planning Committee started a four month trial for Public Speaking. Two Planning committees have now taken place and public speaking appears to have been positively received.</p> <p>Affordable Housing issue meeting took place with officers of the Government Office for the West Midlands on the 18th of September but no clear answers were provided for the Bromsgrove situation. BDHT and the Council are due to meet in November to discuss further.</p> <p>Training programme for Members has been determined and will take place between October and December.</p>					



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													Training has been developed and is being delivered as part of Modern Councillor training programme anticipated delivery in Dec 06
11.1.2	Appoint an interim Head of Development and Building Control	DH													
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													Walsall came in to meet with planning team Results of meeting unavailable
11.1.4	Review Delegated Powers to assess implications of process change relating to reference to Members for refusal of a planning application	DH													Completed

Improvement Plan –September update Appendix 2

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 August 2006 November 2006 November 2006 December 2006 December 2006 December 2006 Jan 2007	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.	December 2006	RH	Community Safety Team



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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
12.3	100% of reported racial incidents result in further action (BV 174/175).	Establish and implement formal system for reporting and acting on racial incidents	November 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	November 2006	RH	Community Safety Team
Progress Update					
<p>Culture Inspection: An Improvement Planning Group has been set up and has met a number of times. The first draft of the self-assessment based on the input of information into the KLOE document was presented to the group on 11th September 2006. Work is in hand to develop the initial Action Plan. Due to capacity issues it has been agreed to use an external consultant to conduct the KLOE self assessment. This has led to a re profiling of the completion dates</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. Following the meeting it has been agreed to set up a focus group to address the issues of the BVPI and to self assess the end of the year target. Once completed the action plan will be revised where required and a programme of improvements commenced</p> <p>The work to establish and implement a formal system for reporting and acting on racial incidents has been re profiled to November 2006 due to the need to promote the systems to the public and the need to effectively train at the CSC.</p>					

Ref	Action	Lead													Corrective Actions	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
12.1	Leisure Inspection															
12.1.1	Improvement Planning Group set up with 1 st meeting on 4 July	RH														Completed



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Actions
12.1.2	Contact made with Worcester City re sharing of their Inspection experience on 5 July	RH													Completed
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
12.1.3	Towards an E excellent Service [TAES] Workshop set up for 22 August	RH													Workshop had to be delayed and took place on the 11 September
12.1.4	Commence work to achieve Towards an E Excellent Service [TAES.]	RH													Some initial work commenced re the preparation of the scope of the self assessment Second meeting arranged for November 15 th
12.1.5	Draft position statement produced to self assessment against KLOE	RH													Due to the current management capacity issues and external consultant appointed to write the self assessment for Jan 2007
12.1.6	Gap Analysis carried out related to KLOE to find out needs	RH													Re-programmed for Dec. 06.
12.1.7	Improvement/Action Plan produced	RH													Completed by Jan 2007



Improvement Plan –September update Appendix 2

12.1.8	Organise a peer inspection.	RH														To be reviewed pending decision on CPA inspection.
12.1.9	Improvement/Action Plan reviewed and updated as a result of the findings of the Peer Assessment.	RH														As above.
12.2	Domestic Violence															
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action	
12.2.1	Develop action plan [for domestic violence] to review and assess needs Will be developed annually to assess needs and highlight BVPI that needs to be addressed	RH													Focus group and self assessment to be undertaken this year by Dec 31 st 06 with action plan resulting from this work for 2007/08.	
12.3	Racial Incidents															
12.3.1	Establish and implement formal system for reporting and acting on racial incidents	RH													This work has transferred to the Acting Head of Legal and Democratic Services and the dates may be subject to review as a result.	

Improvement Plan –September update Appendix 2

Street Scene and Waste Management					
13.	Expected Outcome	Improved Streetscene and improved collections.			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
13.1	94% of households are covered by kerbside recycling (BV91a).	<ol style="list-style-type: none"> 1. Re-schedule routes. 2. Purchase new vehicles or modify existing stillage vehicles. 3. Address difficult access and remote locations issues. (Some properties can be serviced using existing equipment.) 4. Address provision of service to multi storey dwellings. (Need to discuss container locations with property owners, BDHT) 	<p>End August 2006.</p> <p>Sept 2006. Quotations have been received</p> <p>Delivery of recycling boxes will commence 3rd July 2006 at minimum rate of 100 month. 1% improvement in the indicator per quarter. Ongoing.</p> <p>Commence discussions August 2006 with aim to install 1st bins Feb 2007</p>	MB	<p>Resources in place.</p> <p>Modifications already made are showing positive benefits in terms of PI's</p> <p>Resources in place.</p> <p>Resources in place. Report being received from CSC on a weekly basis</p> <p>Possible capital fund for additional bins. Following initial discussions with BDHT bin requirements to be assessed.</p>

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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
3.2	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>Modifications already made are showing positive benefits in terms of PI's</p> <p>Awaiting delivery dates</p> <p>Adverts being prepared discussion with HR concerning redeployment of staff from other service areas</p> <p>Temporary staff being used for inspection regime.</p>



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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
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>Rescheduling of routes 9 Report being received from CSC on weekly basis.</p> <p>Broader restructure of Supervisory staff being discussed. Further meeting end October</p>

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Progress Update

Rescheduling of routes [including difficult access] is continuing with dialogue with crews being maintained meeting scheduled for 13 October with BDHT to discuss proposals for multi street cleansing. Dwelling recycling, street cleansing continues to be rolled out with positive feedback from the community to the mobile cleaners. Awaiting delivery of further vehicles following order in September Business case for restructuring discussed with Director and ACEO.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
13.1	Kerbside Recycling														
13.1.1	Re-schedule routes.	KH	Green	Green											Completed
13.1.2	Purchase new vehicles or modify existing vehicles.	JW	Green	Green	Green										Completed
13.1.3	Address difficult access issues.	KH	Green	Green	Green										Completed
13.1.4	Address provision of service to Multi Storey dwellings.	AW	Green	Orange	Green	Grey	Grey	Grey	Grey	Grey					Ongoing
13.2	Detritus														
13.2.1	Implement new street cleansing regime.	MB	Green	Green	Green										Completed
13.2.2	Vehicle purchase.	JW	Green	Green	Green	Grey	Grey	Grey							Programme of purchases on target
13.2.3	Employ staff.	KH	Green	Green	Green										Completed
13.2.4	Inspection regime.	KH	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Programme of inspection on target

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
13.3	Missed Collections														
13.3.1	Produce new report.	MG													Completed
13.3.2	Monitor crews.	KH													Completed
13.3.3	Weekly recording.	MB													Completed
13.3.4	Business case for management structure.	MB													

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E-Government and Customer Services					
14.	Expected Outcome	Improved Access to Services Electronically			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.1	New Bromsgrove website launched	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

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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>31st October 2006</p> <p>30th September 2006</p> <p>31st October 2006</p> <p>31st December 2007</p> <p>30th June 2007</p> <p>31st 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>



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Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.4	All staff to have new phones with voicemail/hunt groups and the ability to monitor response times and calls answered across whole Council.	<p>Introduce a corporate telephone answering protocol</p> <p>Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony</p> <p>Provide statistics from new VoIP system to support telephony performance monitoring</p>	31 August 2006	DP/JG	<p>ICT staff time</p> <p>Hub Infrastructure</p>
14.5	Core applications to be available 90% of the time during Council service delivery hours.	<p>Use new ICT infrastructure to implement monitoring</p> <p>Produce application availability statistics and communicate to wider organisation</p>	31 October 2006	DP/JG	<p>ICT staff time</p> <p>Monitoring software</p>
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 (the new web site is now live).					



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.1	Website														
14.1.1	Set up Content Assistants group and draft content guidelines.	DP													Completed and meeting on a regular basis
14.1.2	Organise training for the new CMS.	DP													Completed
14.1.3	Install new Content Management System (CMS).	DP													CMS installed
14.1.4	Redesign website.	DP													Completed
14.1.5	Launch new website.	DP													Web site not due to be launched until 31st October 2006
14.2	ICT Access														
14.2.1	Improve ICT infrastructure to provide a stable platform for ICT and web based developments	DP													Installation of a new ICT infrastructure has been completed
14.2.2	Develop rollout program for PC desktop refresh	DP													A rolling programme has been developed and is underway The program provides a phased refresh of desktop PCs



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.2.3	Develop new website to provide improved access to services and transactions	DP													Web site has been redesigned for launch on the 31st of October. Improved transactional services will also be provided as part of the new site
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													The Spatial contract has been signed and work has started to cleanse Council data. First cuts of data have been extracted for testing and this element of the project is on target to be completed by 31 st December 2007
14.3	E-transactions														
14.3.1	Migration to new ICT infrastructure	DP													On target for completion on 30 th November 2006

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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.3.2	Continue to develop new website to provide electronic access to high usage services	DP													Web site content will be further developed after the launch of the new site to provide additional self serve options for our customers. To be completed by 30 th November.
14.3.3	Deliver more online services inline with the priority outcomes for e-government	DP													More transactional services will be added to the new website after the launch in October. To be completed by 30 th November
14.4	Telephone Infrastructure														
14.4.1	Introduce a corporate telephone answering protocol	DP													Completed
14.4.2	Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony	DP													Completed
14.4.3	Provide statistics from new VoIP system to support telephony performance monitoring	DP													Completed




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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
14.5	Core Applications 90%														
14.5.1	Use new ICT infrastructure to implement monitoring	DP													Completed
14.5.2	Produce application availability statistics and communicate to wider organisation	DP													Completed

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 th October 2006 30 th October 2006 31 st January 2007 31 st January 2007	DP/HB/JG	Time to visit Walsall MBC to look at their system. ICT staff time Cost of system purchase

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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 A quotation exercise has taken place for a Complaints Handling system [Customer Feedback System] Quotes have been received and a stakeholder panel will be arranging to make the final decision on which system to procure. The panel will meet early in November date to be finalised.					

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.1	Complaints system														
15.1.1	Develop scope to outline system requirements	DP	Orange	Orange	Green										Scopes for system have been forwarded to the Customer First officer
15.1.2	Compare systems prior to selection	DP		Orange	Green										Two system demos have been completed



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.1.3	Purchase and install system	DP													System will be purchased after completion of demos and comparison against scope has been made. Due to ICT staffing pressures a new completion date of the 31 st Jan 2007 has been set.
15.1.4	Develop training schedule for staff and implement system	DP													A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier. Due to ICT staffing pressures a new completion date of the 23 rd Jan 2007 has been set.
15.2	Reduce complaints														
15.2.1	Establish baseline from which to measure trend	DP													Information gathering underway to establish a baseline. This will be done once system is established

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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
15.2.2	Develop complaint handling procedure	DP													A draft procedure is being developed in consultation with staff. To be completed by 30 th November –
15.2.3	Use new complaints system to provide monitoring data	DP													Monitoring data will be generated when a new system is in use. To be commenced on completion of 15.2.2
15.2.4	Establish new baseline for continuous improvement	DP													Monitoring data from the new system will be used to generate a new baseline. Linked to 15.2.3

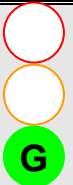
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E-Government and Customer Services					
16	Expected Outcome	Improved Customer Service – Customer Service Centre			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
16.1	80% of service requests resolved within the Customer Service Centre.	Produce scope for a queue management system Investigate options and produce business case to secure funding Install software system Install large screen for customers Improve knowledge base link in e shop 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
16.3	95% of total calls answered.	Install large screen to display telephone queue/answering data Introduce staff rotation plan to cover telephone answering at peak times	August 2006	DP/BF	CSC staff

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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.	Corrective Action
16.1	Service Requests														
16.1.1	Produce scope for a queue management system	DP													Draft scope has been produced and will be used during the system selection process. Scope sent to Suppliers 25-09-2006
16.1.2	Investigate options and produce business case to secure funding	DP													A draft business case has been produced and will be finalised after system demos On 13 – 17 & 18 October.
16.1.3	Install software system	DP													System will be installed once a final selection has been made. Dependant upon 16.1.2



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
16.1.4	Install large screen for customers	DP													Will be included as part of the system installation. Dependant upon 16.1.2 & 16.1.3
16.1.5	Improve knowledge base link in e-shop system using new council website	DP													Work will be carried out in partnership with the Worcestershire Hub once a system has been selected.
16.1.6	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													RLAs have been agreed with the Depot and a draft RLA has been agreed with Revenue Services. (31 st October 2006) Discussions are ongoing with Benefits Services to develop an RLA .
16.2	Calls Answered (80%)														
16.2.1	Install large screen to display telephone queue/answering data	DP													Completed and installed at CSC
16.2.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Completed as part of CSC action plan to improve answering times



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
16.2.3	Develop Resource Level Agreements with back office service to clearly define levels of responsibility	DP													RLAs have been agreed with the Depot Services and Revenues and Benefits Services.
16.3	Calls answered (95%)														
16.3.1	Install large screen to display telephone queue/answering data	DP													Completed
16.3.2	Introduce staff rotation plan to cover telephone answering at peak times	DP													Completed

E-Government and Customer Services

17.	Expected Outcome	Improved Customer Service – Whole Council			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.1	80% of total calls answered within 15 seconds.	Introduce telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 August 2006	DP/JG	Head of E-Government time ICT staff time
17.2	95% of total calls answered.	Introduce corporate telephone answering protocol Use phone system to produce statistics to enable performance monitoring	31 st August 2006	DP/JG	Head of E-government time ICT staff time



Improvement Plan –September update Appendix 2

Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
17.3	75% of correspondence responded to within 10 working days.	Introduce letter answering guidelines Introduce method of monitoring letter answering and producing statistics to support monitoring process	31 January 2007	DP/HB/JG	Staff time

Progress Update

17.1 The average speed of answering calls for September was 35 seconds. An improvement on the 44 seconds for August.
 17.2 75% of calls were answered. Performance is stable, but below target.
 17.3 100%, although not many departments are using the system currently due to a lack of admin. Support. Working party looking at this issue.



Ref	Action	Lead													Corrective Action	
			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														Completed
17.1.2	Use phone system to produce statistics to enable performance monitoring	DP														Completed

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
17.2	Total calls (whole council)														
17.2.1	Introduce corporate telephone answering protocol	DP													Completed
17.2.2	Use phone system to produce statistics to enable performance monitoring	DP													ICT staff have under gone training to extract data from the system Statistics will be included in monthly reports to depts..
17.3	Letter answering														
17.3.1	Introduce letter answering guidelines	DP/HB													Guidelines will be included in the complaints handling procedure in the future. This action is linked to 15.1.3 A new completion date of 31 st Jan 2007 has been agreed
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB													Monitoring will be undertaken as part of the complaints handling system This action is linked to 15.1.3 A new completion date of 31 st Jan 2007 has been agreed



Improvement Plan –September update Appendix 2

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
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 Councilor Programme and the Top Team Development Programme.					

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
18.1	Improved Relations														
18.1.1	Paper to Council to get approval for “roles” and supporting training programme	JP/CA													Completed
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis	JP/CA													Revised Training need analysis methodology agreed with group leaders 31 Nov 06
18.1.3	Write specification for supplier to deliver training programme	JP/CA													Completed
18.1.4	Agree supplier for delivery of training programme	JP/CA													LGUI Inlogov appointed Delivery of priority areas commencing in November
18.1.5	Commence implementation of training programme	JP													Modern Councillor Programme to be launched at November Full Council.
18.2	Improved Strategic Mgmt														
18.2.1	Top Team Development programme														

Improvement Plan –September update Appendix 2

Human Resources and Organisational Development					
19.	Expected Outcome	Suitably Skilled Workforce			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
19.1	Improved knowledge and competence of staff. <ul style="list-style-type: none"> • Programme on target for completion by 31 Mar. 08. • Percentage take up by staff 	Middle Management Training Programme Training Directory programme Management Development Strategy and Management Competencies	Management Development Strategy – Mid July 06 Management competencies – Developed September 06 Implemented 07	HP/CS	Training Officer All Middle Managers
19.2	Investors In People Reaccreditation	Action Plan to deliver improvements.	September 2007	JP	HR and OD Team / Responsible Officers on action plan.
19.3	Staff in better position to deliver service objectives Improved organisational capacity	Implementation of People Strategy and workforce plan Development & adoption of capability procedure Implementation of capability procedure (Including Manager training)	Workforce Plan Sept 06 Capability Procedure August 06 By January 07	JP JP J Pitman	Workforce planning currently due to be completed by October but can be done earlier if additional resources put in.



Improvement Plan –September update Appendix 2

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.	Corrective Action
19.1	Competence														
19.1.1	New management development strategy agreed	JP													Agreed by CMT
19.1.2	Approval of the "Bromsgrove Way"	JP													Approved.
19.1.3	Management competencies developed	JP													Agreed by CMT Union consultation October Due at Cabinet in December
19.1.4	Launch of Management Competencies at forum in December	JP													
19.1.5	Develop succession planning policy	JP													Re-programmed due to capacity issues.

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
19.2	IIP														
19.2.1	Develop IIP action plan	JP/HP													Completed.
19.2.2	Submit action plan to assessor	JP/HP													Completed.
19.2.3	Implement actions from staff survey	JP/HP													From a total of 39 actions there are 20 remaining to be delivered
19.2.4	New staff survey	JP/LS													
19.3	Capacity														
19.3.1	Implement people strategy – through HR action plan	JP													Completion of tasks on-going.
19.3.2	Develop workforce plan	JP													Re programmed t create capacity for managers date moved to April 07

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
19.3.3	Develop and implement capability policy	JP/LS													Complete subject to training CMT and unions have been consulted on proposed policy Training in new year Training in the New Year
19.3.4	launch and training capability policy –	JP/HP													Training to take place in Dec



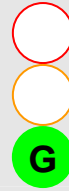
Improvement Plan –September update Appendix 2

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 trailed 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 –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
20.1	Sickness														
20.1.1	Send out regular monthly information to HoS – July 06	JP													On-target.
20.1.2	Pilot “triggers” in the Depot – July 06	JP													On-target.
20.1.3	Identify quick wins for reducing sickness absence levels	JP													Discussed at CMT, but decided to pursue “triggers” route.
20.1.4	Develop new sickness policy – August 06	JP													Back on track Structured process for consultation and adoption introduced
20.1.5	Adopt new sickness absence policy	JP													Out to consultation and re-programmed to allow more time for unions.
20.1.6	Provide training on new policy and support documentation	JP													Training to be reviewed to ensure appropriate balance between training and delivery.

Improvement Plan –September update Appendix 2

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 claimant's 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
Progress Update					
21.1	Sign of from KPMG of unqualified opinion received from KPMG within statutory deadline Team working with managers to continue to improve financial monitoring awareness in the Council .				
1.2	Work is ongoing towards the achievement of DWP performance standard level 3. Workflow being tested for benefits with implementation due October BDC now working with WCC and pensions service on third age project				
21.3	The September is 34.19 days with the average for the year being 33.36 days				
21.4	The July performance is 8.42 days with the average for the year being 10.66.				

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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 supplied by KPMG and to be ready for commencement of audit on Monday 21 st August 2006	JP													Opinion received unqualified 30 th September.
21.1.4	KLOE 1 Financial Reporting Detailed closedown timetable prepared and monitored through process.	JP													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.5	KLOE 1 Financial Reporting Covering report to SOA to highlight issues.	JP													Completed
21.1.6	KLOE 1 Financial Reporting SOA on Website	JP													Completed
21.1.7	KLOE 1 Financial Reporting Liaise with Asst Chief Executive on the most appropriate forum to consult with stakeholders regarding production of summary accounts.	JP													ACE agreed to undertake as part of Customer Panel work in November.
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													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.9	Kloe 2 Financial Management Develop cash flow forecasts	JP													Cash flow delayed D due to audit of accounts and financial monitoring reports to be commenced in October
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													PMB reviewed integrated performance and financial report 21 st August 2006



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.11	<p>Kloe 2 Financial Management Annual Report to Cabinet (under capital strategy the Capital Asset Project Group has responsibility for asset management) covering</p> <ul style="list-style-type: none"> • all land and building held Rolling programme of survey and valuation for maintenance, SOA purposes and legislation e.g. DDA • Identification of surplus assets • Assets held to service delivery (also link to service reviews) • Condition of assets including estimation of useful life and backlog maintenance 	JP													



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.12	Kloe 3 Financial Standing Minimum level of working balances and expected use of reserves and balances included within budget report	JP													
21.1.13	Kloe 3 Financial Standing Reserves and Balances to be included within quarterly Monitoring reports to PMB.	JP													PMB integrated performance and financial report 21 st August 2006 included position on reserves and Balances
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													Monthly monitoring reports sent to budget holders contain info on sundry debt



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.15	KLOE 4 Internal Control Completion of Corporate and operational risk registers and report to Audit Board	JP													Risk registers complete to November 06 Audit Board
21.1.16	KLOE 4 Internal Control Audit Board charged with responsibility of promoting internal controls.	JP													Internal control framework reported to Audit Board
21.1.17	KLOE 4 Internal Control All reports to Members to have been considered for legal issues before presentation.	JP													Reports are circulated for support service consultation prior to member discussion
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													
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													Fraud newsletter produced and circulated to all staff



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.20	KLOE Value For Money Quarterly reports to PMB to link costs to performance and to identify potential overspend with actual plans to address	JP													PMB integrated performance and financial report 21 st August 2006 included details of action to reduce overspends.
21.1.21	KLOE Value For Money Develop VFM Strategy	JP													Assessment submitted to KPMG for review Strategy in draft
21.1.22	KLOE Value For Money Investigate Audit Commissions on line VFM profile tool	JP													VFM advisor to undertake analysis of profiles and to facilitate VFM sessions for officers and members
21.1.23	KLOE Value For Money Budget preparation links resources to corporate and business plans	JP													

Improvement Plan –September update Appendix 2

21.2		DWP Performance Standard													
PERFORMANCE MEASURES															
Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.1	CLAIMS ADMINISTRATION New Claims over 50 days (PM2) – range 16%-9% -	AB/HL													Implement workflow for new claims to ensure that 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													September actual 82% on target to increase actual as workflow now implemented and this will enable closer monitoring of decisions
21.2.3	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													



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Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													September year to date 82.6%. On target with the implementation of workflow to meet standard 3 by June 2007.
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99% 25% of claims processed to be checked by management	AB/HL													Number of checks have increased Waiting for figures from DWP expected 30 th Oct Nov 06 reporting info from DWP
21.2.6	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													This quarter is the first time this year that the information relating to overpayments has been extracted from the system due to issues with the upgrade to Academy. The actual for Sept to date is 52.09%. See exceptions report for further commentary.
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													Check with Jayne at CMT.
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 manager	AB/HL													Actual September to date 1.73% This may increase next month as debts are reviewed more closely part of the overpayment officers role



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Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													Number of interventions increasing due to the appointment of to the Welfare officer post. WHAT COLOUR IS SEPTEMBER?
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													Actual for September 98 against target of 129 An element of shortfall to target is due to holiday period The fraud manager will identify validity if achieving target f
21.2.13	PM16 Number of successful sanctions per 1000 caseload 2.9-4.2 Team fully staffed to meet targets as set	MW													Actual Sept 4.46 successful sanctions. WHAT COLOUR IS SEPTEMBER?



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													Actual Sept 27.87 against a target of 19 per '000 caseload . WHAT COLOUR IS SEPTEMBER?
21.2.15	PM14 no o fraud investigators employed per 1000 caseload Team fully staffed to meet targets as set	MW													Fraud team now fully staffed and new members are being trained on the sanctions to be undertaken.
21.2.16	PM15 no of fraud investigations per 1000 caseload Team in place therefore improvements	MW													



Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.17	<p>USER FOCUS PM17 % of applications for reconsideration / revision actioned and notified within 4 weeks 60%-65%</p> <p>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</p>	AB/HL													
21.2.18	<p>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</p> <p>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</p>	AB/HL													

Improvement Plan –September update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.19	<p>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</p> <p>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</p>	AB/HL													



Improvement Plan –September update Appendix 2

ENABLERS															
Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.2.20	CLAIMS PROCESSING E9 Quality Checks	AB/HL													September performance at top standard
21.2.21	E10 User quality checks to improve performance	AB/HL													September performance at top standard
21.2.22	E3 –E5 Gathering information														September performance at top standard
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													

Improvement Plan –September update Appendix 2

21.3		New Benefits Claims													
Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.3.1	New procedural guidelines to be produced detailing timescales. This includes more proactive communication with customers and external agencies	AB/HL													Performance actual to Sept 33.36 days achieved \performance standard 3 but on target for top quartile for June 2007
21.3.2	Allocate specific staff members to new claims	AB/HL													As above
21.3.3	Benefit form to have signed declaration so we can contact employer for information directly	AB/HL													As above
21.3.4	phone calls to employers to obtain pay details	AB/HL													As above
21.3.5	procedure for dealing with claimants whereby no earnings certificate has been provided	AB/HL													As above
21.3.6	reports required off Iclipse on a weekly basis - to be discussed in Management meetings weekly	AB/HL													As above
21.3.7	target dates required for document types in Iclipse	AB/HL													As above
21.3.8	Implement workflow for new claims	AB/HL													As above



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Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													Performance actual to Sept at 10.66 days Achieved performance standard 43 but on target for June 2007
21.4.2	Allocate specific staff to COC responsibility	AB/HL													
21.4.3	Introduce workflow for Change of circumstances to allocate and monitor work processed	AB/HL													

BROMSGROVE DISTRICT COUNCIL

24 NOVEMBER 2006

PERFORMANCE MANAGEMENT BOARD

QUARTER 2 2006 - PERFORMANCE INDICATORS

Responsible Portfolio Holder	Councillor Roger Hollingsworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

1.1 To report to the Performance Management Board on the Council's performance at 30 September 2006 (quarter 2).

2. RECOMMENDATION

2.1 That the Performance Management Board considers the corrective action being taken

2.2 That the Performance Management Board notes that 52% of indicators are improving or stable as at 30 September 2006 (72% if we take out those indicators that cannot be reported on).

2.3 That the Performance Management Boardt notes that 39% of indicators are achieving their targets at quarter 2 (or 56% if we take out those indicators that cannot be reported on).

3. BACKGROUND

3.1 On the advice of the Improvement Director, performance indicators will now be reported to both Cabinet and PMB each quarter. The first time that performance indicators will be reported to Cabinet since the creation of the Performance Management Board will be on December the 6th 2006

4. PROGRESS IN SEPTEMBER 2006

4.1 Overall performance as at the end of quarter 2 (30th September 2006) is as follows:-

Position at Quarter 2	No.	%
Improving or stable	60	52%
Declining	23	20%
No data or annual	33	28%
Total	116	100%

Position at Quarter 2	No.	%
On target	45	39%
Missing target by less than 10%	13	11%
Missing target by more than 10%	23	20%
No data or annual	35	30%
Total	116	100%

4.2 The full list of performance indicators (there are currently 116 reported) is set out in **Appendix 1**.

Where:-

	On Target
	Less than 10% from target
	More than 10% from target
	No target set

And

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

4.3 The targets and actual performance are the cumulative position for each month. A predicted year end position is also provided. This is on the advice of the Lead Official. It is the year end figure which is used in Comprehensive Performance Assessments, so it makes sense to look at the cumulative and predicted year end position throughout the year. Portfolio Holders have been provided with an Excel spreadsheet which provides the monthly figures. These will have been discussed with Heads of Service at their monthly meetings.

4.2 The number of indicators reported is currently too high at 116; however, the Assistant Chief Executive has a part time temporary member of staff starting on 06 November (to fill an existing vacancy), which should enable work to be undertaken the number of indicators and an improved analysis of the information.

4.3 Generally, the Council's performance is improving. Some particularly good examples are as follows:-

- there has been a significant improvement in Planning's performance during the second quarter, with the percentage of minor applications determined within 8 weeks improving from 37% to 77% (with the monthly figure for September being 97%);
- the % of calls answered at the Customer Service Centre has improved from 69.12% at quarter 1 to 75% at quarter 2;
- the number of missed bins for the month of September was 111, compared to 228 for the month of June

4.4 CMT has identified the following indicators as key areas of concern:-

Ref.	Indicator	Issue and Corrective Action
BV76a	Number of benefits claimants visited per 1,000 caseload.	The original target was to hit the top quartile; however, to achieve the DWP target 3 of 912 visits for 2006/07 equates to a target of 194. The Head of Financial Services would request Cabinet accept an adjustment to the target accordingly.
BV78a	The average number of days taken for processing new claims.	We had achieved above DWP and BDC standard for July and August. The September downturn is due to the holiday period and a vacancy within the team which has now been filled. Expected start date is November.
BV79	The percentage of benefits cases for which the amount was calculated correctly, recovered and written off.	There has been a problem with producing management information for BV79 (which breaks down into 4 sub-targets), due to a system problem that has now been resolved. Reporting should start in October. Also, a more realistic target of 55% (rather than the current 79%) is required for BV79bi as this is compliant with the DWP standards and more deliverable for the Council.
BV170a	The number of visits/usage of museums and galleries per 1,000 population	The number of visits to our museum was identified as a problem at the joint Cabinet/CMT Improvement Plan away day in June. The average number of visits to a Museum run by district council's was 322 per 1,000 population, compared to our 25.
BV12	The average number of working days lost due to sickness.	The estimated outturn for the average number of days sick per employee is estimated to be over 11 days. This compares to an average of 9.59 days

		for all district councils and a CBI average in the region of 8 days. Action is being taken on a case by case basis with employees.
ICT	% of help desk calls closed within timescales.	Although September has shown a down turn in performance the overall trend remains on course to finish above the target for 2006/7 and also remains on course to finish above the final 2005/6 figure. The reasons for the downturn in performance are linked to the office moves that are currently being carried out as a result of the restructure. The problem has been compounded by late unauthorised changes to the agreed schedule leaving ICT with additional work to ensure that offices are operational. Additional pressures are reduction in staff resources due to holidays and staff leaving.
CSC	Telephone Service Factor (% of days in month TSF met)	The target is the % of days in the month that the speed of answering calls is 15 seconds or less. The target is 90% and the actual 42%; however, the speed of answering is improving. It was 76 seconds in quarter 1 and was 35 seconds in September, so the trend is good.

5. **FINANCIAL IMPLICATIONS**

4.1 No financial implications

5. **LEGAL IMPLICATIONS**

5.1 No Legal Implications

6. **CORPORATE OBJECTIVES**

6.1 The indicators relate to all of the Council's four objectives and 10 priorities as approved on the 19th September Full Council.

7. **RISK MANAGEMENT**

7.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

8. **CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan is concerned with strategic and operational issues that will impact on the customer.

9. **OTHER IMPLICATIONS**

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	Yes
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	Yes
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	Yes
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	Yes
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<u>No</u>

11. APPENDICES

Appendix 1 Performance Indicators Quarter 2

12. BACKGROUND PAPERS

Quarter 1 report to August PMB.

CONTACT OFFICER

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Appendix 1 - Performance Indicators Quarter 2 2006/07

1 2 3 4 5 6 7 8 9 10 # 14 15 16 14 15 16 17 18 19 20

Ref	Description	HoS	2005/06			Quartile Data			2006/07			2006/07			Comments
			Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	

Planning - Top 45

BV106	The percentage of new homes built on previously developed land	DH	92	1	H	72	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Annual report. This is difficult to estimate, but a professional judgement will be provided for October's figures.	
BV109a	The percentage of major planning applications determined within 13 weeks	DH	35	4	H	59	55	33	S	55	59	I	55	61	I	55	55	Only 1 major application for Sept.	
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	69	77	37	W	77	77	I	77	77	I	77	77	Dealt with 23 of the 28 applications received.	
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	85	89	65	W	89	75	I	89	87	I	89	89	This underlines the improved performance through the use of a consultant to deal with the straight forward applications together with the increased staffing capacity.	
BV179	The percentage of standard searches carried out in 10 working days	DH	100	1	H	100	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Indicator Deleted	n/a	n/a	BVPI deleted.
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV200b	Have the milestones in the LDS been met	DH	No	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV200c	Has an annual monitoring report been published by December 2005	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	Annual report.	
BV204	The percentage of planning appeal decisions allowed	DH	32	3	L	29	40	38	W	40	33	S	40	33	S	40	36	No appeals dealt with in Sept.	
BV205	The percentage score against the quality of planning services checklist	DH	78	3	H	83	89	83	W	89	83	S	89	83	S	100	83	15 out of 18 points achieved. Target unachievable due to lack of Urban Design post, document Management system and IT issues meaning we cannot achieve Pendleton criteria.	
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	n/a	n/a	n/a	n/a	n/a	-	3	0	S	3	0	S	3	0	No cases of repeat homelessness reported to date so hope to reach target of 3.	

Housing Benefit and Council Tax Benefit - Top 45

BV76a	Number of claimants visited, per 1,000 caseload	JPK	215	3	H	222	65	39	W	108	71	I	129	98	I	260	196.00	This target was set to achieve top quartile. Fraud manager does not believe they will make this target as to high. To achieve DWP target 3 of 912 visits for the 06-07 year - equated to visits per 1000 caseload would give a target of 194.04
BV76b	Number of fraud investigators, per 1,000 caseload	JPK	0.45	n/a	n/a	n/a	0.48	0.54	I	0.56	0.53	W	0.56	0.53	S	0.56	0.56	Due to increased caseload during 2006/07 target revised in August to 0.56, Within 0.03% of revised target for year with current staffing structure
BV76c	Number of fraud investigations, per 1,000 caseload	JPK	47.50	2	H	41.20	16.96	8.90	W	20.83	19.57	I	25.00	25.95	I	67.87	67.87	On target for 2006/07 outturn
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JPK	10.00	1	H	4.00	1.69	1.74	I	3.54	3.61	I	4.25	4.46	I	6.79	6.79	Above target-quality investigations result in sanctions and prosecutions but not high volumes of files cleared. 76c and 76d contradict each other. 2006/07

Ref	Description	2005/06				Quartile Data			2006/07						Comments				
		HoS	Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual		Target &Trend	2006/07 Target	2006/07 Est. Outturn	2006/07 Hit Annual Target?
BV78a	The average number of days taken for processing new claims.	JPK	37.81	3	L	33.00	35.78	35.06	I	35.78	28.28	I	35.78	33.36	W	35.78	34.00		We had achieved above DWP and BDC standard for July and August. April and June we have achieved above BDC target. The improvement is due to new procedures and the appointment of the Welfare Visiting Officer who is visiting claimants to collect information to support the new claim. This is making a significant impact on the speed of assessing claims. The September downturn is due to the holiday period and a vacancy within the team that has been appointed in November.
BV78b	The average number of days taken for processing changes in circumstances	JPK	11.88	3	L	8.80	10.80	14.77	W	10.80	8.68	I	10.80	10.66	I	10.80	10.80		We have achieved above BDC standard for the second quarter of the year and achieved above the DWP top performance for same quarter. The Welfare Visiting officer is also collecting information for reported change of circumstances where required and this has impacted on performance.
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JPK	96	4	H	98	99	92	W	99	Not available	Not available	99	Report available in October.	S	99	95.00		Management checks currently 20% of assessments processed. These stats are collated each quarter the return is completed in the month after the end of the quarter the accuracy performance is reported to the Council by the DWP. Return is based on accuracy checking of 125 randomly selected claims and is the percentage of accurate claims
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JPK	68.05	n/a	n/a	n/a	79.00	n/a	n/a	n/a	n/a	n/a	79.00	52.00	W	79.00	55.00		There has been a problem with the overpayments reports since April 2006. The reports are now running and are to be checked before report can be completed. Target has been reviewed as to the realistic setting of the performance. A request will be presented to members to reduce to 55% as this (DWP STATS)
BV79bii	The percentage of recoverable HB (all years outstanding) overpayments recovered.	JPK	47.39	n/a	n/a	n/a	55.00	n/a	n/a	n/a	n/a	n/a	55.00	17.00	W	55.00	20.00		There has been a problem with the overpayments reports since April 2006. The reports are now running and are to be checked before report can be completed. Target has been reviewed as to the realistic setting of the performance. A request will be presented to members to reduce to 55% as this (DWP STATS)
BV79biii	The percentage of recoverable HB (all years outstanding) overpayments written-off.	JPK	10.20	n/a	n/a	n/a	<6%	n/a	n/a	<6%	n/a	n/a	<6%	2.00	I	6.00	6.00		There will be an increase to the write offs in the last 2 quarters as debts are investigated for options to recover

Waste and Cleanliness - Top 45

BV82ai	The percentage of household waste that has been recycled	MB	19.95	1	H	15.60	21.50	17.95	W	21.50	19.20	I	21.50	19.14	W	21.50	21.12		Due to seasonal variance, recycling percentage should now start to see a gradual increase to meet end of year target
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	n/a	n/a	n/a	2,253	2,028	W	3,773	3,393	I	4,536.806	4058.94	W	9010.52	8,144		Tonnage of recyclables 10.5% within target for September. Estimated outturn likely to be within 10%
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	4.28	21.50	30.93	I	21.50	29.97	W	21.50	28.05	I	21.50	22.00		Composting percentage still overperforming and outturn target likely to be met despite seasonal variance for October - March
BV82bii	The tonnage of household waste that has been composted	MB	8641	n/a	n/a	n/a	225	3421	I	4342	4943	I	5408.443	5948.30	I	9010.52	8844		Composting tonnage still overperforming to date. Due to seasonal variance tonnage will decrease from October. End of Year outturn likely to be within 10% of target

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	411	111	122	I	193	195	W	222.500	233.78	I	445.00	445		Kg per head likely to be on target for end of year. SS&WM collect less waste during the second half of the year which will bring this BVPI into target		
BV84b	The percentage change in the amount of household waste collected	MB	14.16	n/a	n/a	n/a	2.40	-5.60	I	4.00	-2.41	I	4.805	-3.37	I	9.61	4.62		Tonnages collected this year are proving to be on average 70 tonnes less month by month than previous year		
BV86	The cost of household waste collection	MB	71.19	4	L	42.01	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	70.00	Tbc		Waiting on verification from Finance - target not set as no previous data to compare with.		
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	3	H	97.70	92.13	92.13	S	92.78	93.14	I	92.95	93.22	I	94.00	94.00		Target of 94% set for year end. Performance showing a positive increase.		
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	n/a	n/a	n/a	92.13	92.13	S	92.78	93.14	I	92.95	93.22	I	94.00	94.00		Target of 94% set for year end. Performance showing a positive increase.		
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	26%	3	L	15%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	20%	20%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 17.65% (on-target).		
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	60%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	5%	5%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 13.59% (on-target).		
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	1%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1%	1%		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 1.31 (on-target).		
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping	MB	4%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Tbc	Tbc		PI calculated over a 4 month period: April - July 06. Next period Aug - Nov reportable December. Performance in at July was 3% (on-target).		

Environment and Environmental Health - Top 45

BV166a	The percentage score against the Environmental Health best practice checklist	DH	70.00	4	H	85.70	n/a	n/a	n/a	70.00%	70.00%	S	70.00%	70.00%	S	70.00	70.00%		A higher target will be set next year. This year concentrating on meeting statutory requirements which do not make up a large part of this indicator.
BV216a	The number of sites of potential concern with respect to land contamination	DH	1,812	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	1,815	1,815		This figure is a snap shot taken on the 01 April and represents the number of potentially contaminated sites of concern within the District. The figure cannot change throughout the year.
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	0.61	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00	2.00		This figure represents the number of sites for which "sufficient detailed information" is available to decide whether the remediation of land is necessary. The figure is expressed as a % of 216a and can change throughout the year.
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	90%	90%		For each process type there are a number of improvements (provisions) that must be made. Each of these provisions has a compliance date by which the improvements must be made. Whilst 100% performance was achieved last year, there are a number of new improvements that will need to be met this financial year. A realistic target of 90% has been set.
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93%	n/a	n/a	n/a	95%	99%	I	95%	95%	W	95%	96%	I	95%	97%		September cumulative total is lower than monthly actual; however, performance has improved. Target reduced from 100% to 95%.
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100%	n/a	n/a	n/a	95%	91%	W	95%	92%	S	95%	94%	I	95%	86%		September cumulative total is lower than monthly actual; however, performance has improved. Target reduced from 100% to 95%.

Culture and Related Services - Top 45

Ref	Description	HoS	2005/06		Quartile Data		2006/07			2006/07			Comments						
			Actuals	Quartile	Higher or lower	Median	Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend		Sep. Target	Sep. Actual	Target &Trend	2006/07 Target	2006/07 Est. Outturn	2006/07 Hit Annual Target?
BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	21.24	4.00	H	322.00	6.25	9.87	I	10.30	16.20	I	13.00	18.00	W	25.00	25.00		Monthly trend down post peak holiday season. Cumulative still ahead of target.
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4.00	H	234.00	4.00	9.13	I	6.30	14.90	I	8.00	20.00	W	16.00	20.00		Monthly trend down post peak holiday season. Cumulative still ahead of target.
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3.00	H	1179.00	150.00	261.00	I	280.00	261.00	S	300.00	261.00	S	600.00	600.00		Start of new school term following on from Summer holiday break. Cumulative now -13% on target.Action Plan being discussed with curator.
BV219a	The total number of conservation areas	RH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	10	-		Annual . Further discussion required with Parks section.
BV219b	The percentage of conservation areas with an up-to-date character appraisal	RH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	30	-		Annual . Further discussion required with Parks section.
BV219c	The percentage of conservation areas with published management proposals	RH	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	-	-	-	10	-		Annual . Further discussion required with Parks section.

Community Safety and Well-being - Top 45

BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3.00	L	8.18	2.29	2.29	S	3.83	3.86	S	5.00	4.80	W	12.45	12.45		Annual target set by West Mercia Police and non-negotiable.
BV127a	The number of violent crimes per 1,000 population	RH	14.25	4.00	L	4.31	3.02	3.27	I	5.03	5.43	S	6.04	6.45	I	13.11	13.11		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV127b	The number of robberies per 1,000 population	RH	0.44	n/a	n/a	n/a	0.09	0.09	S	0.16	0.19	S	0.25	0.23	I	0.63	0.63		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	4.00	L	3.42	2.52	2.82	S	4.21	4.97	W	5.06	5.71	I	10.17	10.17		West Mercia Police and Community Safety Partnership planning to bring on target by year end.
BV174	The number of racial incidents reported to the Council per 100,000 population	RH	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	Tbc		Corporate system needs to be established.
BV175	The percentage of those racial incidents that have resulted in further action	RH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	100	Tbc		Corporate system needs to be established.
BV225	The percentage score against a checklist for actions against domestic violence	RH	68%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78%	78%		Annual
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	£333,715	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£338,225	-		Annual . No prediction, given financial nature of the indicator.
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	34%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	34%	-		Annual . No prediction, given financial nature of the indicator.
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the	RH	£32,521	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	£32,521	-		Annual . No prediction, given financial nature of the indicator.

Local Indicators - Top 45

LPI Planning	Score on Building Control performance matrix	DH	76.0	n/a	n/a	n/a	60.0	75.5	S	60.0	75.5	I	60.0	70.0	W	60.0	75.5		No change.
LPI CEO	Number of small business start ups	DH	40	n/a	n/a	n/a	6	18	I	10	20	S	12	23	I	25	30		Excellent Quarter 1 results. On target for the year.
LPI CEO	% of business survival rate	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	85	85		Annual figure only.
LPI Depot	% animal/debris cleared within timescales	MB	89%	n/a	n/a	n/a	95%	74%	W	95%	77%	I	95%	79%	I	95%	97%		September cumulative total is lower than monthly actual, however, performance has improved.

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Sep. Target	Sep. Actual	Target &Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
LPI Depot	% of flytips dealt with in response time	MB	92%	n/a	n/a	n/a	95%	89%	I	95%	93%	I	95%	95%	I	95%	97%		September cumulative total is lower than monthly actual, however, performance has improved.		
LPI Depot	Number of missed household waste collections	MB	3113	n/a	n/a	n/a	300	513	W	500	793	I	650	904	I	1550	1570		Target changed in September to 150 per month as agreed with the Portfolio Holder.		
LPI Depot	Number of missed recycle waste collections	MB	802	n/a	n/a	n/a	300	175	I	500	330	W	600	371	I	1200	617		Slight increase in missed collections due to some staff and supervisor absence.		
LPI Depot	Number of missed trade waste collections	MB	205	n/a	n/a	n/a	30	11	I	50	14	I	60	14	S	120	32		The target is staying consistently below target. Once again, there are no missed trade collections this month.		
LPI Depot	Number of written complaints	MB	219	n/a	n/a	n/a	66	61	I	88	112	I	132	133	W	264	273		Slight increase this month in number of letters received.		
LPI Community Services	Number of attendances at arts events	RH	22,840	n/a	n/a	n/a	700	750	W	15,500	15,305	S	15,840	15,755	W	17,640	17,640		September down on last month. August activity peak month of year with Street Theatre, Bandstand programme etc. Cumulative only 0.5% behind target.		
LPI Sports Services	Dolphin Centre Usage	RH	458,197	n/a	n/a	n/a	106,927	107,307	I	193,683	199,905	I	237,032	243,920	S	474,045	474,045		Usages up on plan in 4 months, down in 2.. Up progressively.		
LPI Sports Services	Haybridge Sport Centre Usage	RH	139,229	n/a	n/a	n/a	38,540	39,578	I	55,218	63,918	I	70,514	81,151	I	135,369	135,369		Usages up in 5 of 6 months - particularly strong August on target and August last year.		
LPI Sports Services	Woodrush Sports Centre Usage	RH	153,160	n/a	n/a	n/a	40,820	37,388	W	62,767	61,108	I	75,768	74,866	I	155,106	155,106		Poor performance on plan in April at -2769 uses. Improving trend in 5 months since. Now -902 usages.		
LPI Community Safety	Respond to emergency calls in 30 secs	RH	n/a	n/a	n/a	n/a	80.00%	96.36%	I	80.00%	96.79%	W	90.00%	97.20%	S	90.00%	90.00%		Industry national reporting standards		
LPI Community Safety	Respond to emergency calls in 1 minute	RH	n/a	n/a	n/a	n/a	98.50%	99.11%	I	98.50%	98.41%	S	98.50%	98.70%	I	98.50%	99.00%		Industry national reporting standards		
LPI Community Safety	Lifeline equipment installed within 5 days	RH	96%	n/a	n/a	n/a	95%	100%	I	95%	100%	S	95%	100%	S	95%	95%		Trend consistently above target.		
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	RH	100%	n/a	n/a	n/a	100%	100%	S	100%	100%	S	100%	100%	S	100%	100%		On target.		
LPI Transport Services	% responses to Excess Charge appeals in 3 days	MB	78%	n/a	n/a	n/a	100%	15%	I	100%	59%	I	100%	94%	I	100%	94%		Target changed in September to reply within 10 days as agreed with Portfolio Holder.		

BVPs - Corporate Health

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	n/a	n/a	n/a	1	1	S	1	1	S	1	1	S	2	2		On target.
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	71	1	H	50	80	76	I	71	76	S	71	76	S	80	80		On target.
BV8	Percentage of invoices paid on time	JPK	92.66%	3	H	94.69%	100.00%	88.68%	W	100.00%	92.21%	I	100.00%	92.22%	I	100.00%	91.00%		Significant improvement on invoices paid late - reflects the new weekly procedures in place for monitoring. September figure was 93%.
BV9	Percentage of Council Tax collected	JPK	98.30%	2	H	98.10%	30.05%	30.41%	I	49.46%	49.28%	W	59.47%	58.81%	W	98.80%	9835.00%		Although slightly below target in August and September, overall progress on-line to hit 06/07 target.
BV10	Percentage of Non-Domestic Rates collected.	JPK	98.70%	3	H	98.81%	27.30%	28.24%	I	57.27%	48.16%	W	60.08%	59.30%	W	98.80%	99.60%		As above.
BV11a	The percentage of top 5% of earners: who are women	JP	16.88%	4	H	23.07%	24.00%	19.20%	I	24.00%	22.70%	W	24.00%	22.70%	W	24.00%	20.40%		This indicator is not cumulative - it is a snap shot at the end of each month. September based on 5 women in top 5%

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Hit Annual Target?			
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0.00%	4	H	0.00%	1.50%	0.00%	S	1.50%	0.00%	S	1.50%	0.00%	S	1.50%	0.00%		The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants		
BV11c	The percentage of top 5% of earners: with a disability	JP	0.00%	n/a	n/a	n/a	1.00%	4.40%	I	1.50%	4.55%	I	1.50%	4.55%	S	1.50%	4.40%		The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants		
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	9.59	2.30	2.88	W	4.40	4.65	I	5.16	5.55	W	9.50	11.10		Projected figure with quarters 1, 2 and 3 having a target of 2.3 and the 4th quarter a target of 2.6 - total projected figure of 9.5		
BV14	The percentage of employees retiring early (excluding ill-health)	JP	1.50	4	L	0.41	1.00	0.00	I	1.00	0.00	S	1.00	0.29	W	1.00	0.29		This is actual numbers of staff retiring early within the pension scheme (1 person in September)		
BV15	The percentage of employees retiring on grounds of ill-health	JP	0.60	4	L	0.28	0.30	0.00	I	0.30	0.00	S	0.30	0.00	S	0.30	0.00		This is actual numbers of staff retiring on health grounds within the pension scheme		
BV16a	The percentage of employees with a disability	JP	0.00	4	H	0.03	1.20	1.24	I	1.20	1.18	S	1.20	2.20	I	1.20	1.20		This is a snap shot at the end of each month - relates to 9 employees - this has increased from the personal information forms recently completed and staff identified themselves as having a disability		
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	11.73	n/a	n/a	Information provided by Census - not controlable, so no outturn predicted.	
BV17a	The percentage of employees from minority ethnic communities	JP	0.70	4	H	1.40	1.00	1.00	I	1.00	0.95	S	1.00	0.98	I	1.00	0.98		This is a snap shot at the end of each month - relates to 4 employees		
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.18	n/a		Information provided by Census - not controlable, so no outturn predicted.	
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	AB	75.00%	n/a	n/a	n/a	80.00%	n/a	n/a	n/a	Not known.	n/a	80.00%	Not known.	Not known.	85.00%	Results of survey required.		Figures unreliable. SCOPE have undertaken a survey which has cost implications which need to be considered by CMT and Members.		
BV157	The percentage of interactions that are enabled for electronic delivery.	DP	70.34%	2	H	75.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Indicator Deleted	Indicator Deleted	Indicator Deleted	Indicator deleted.	

Local Indicators - Corporate Health

LPI Corporate	% of reply cards sent in agreed time	HB	98.78%	n/a	n/a	n/a	75.00%	100.00%	I	75.00%	100.00%	I	75.00%	100.00%	I	80.00%	95.00%		Working party established to look at this issue. Admin. support to support a manual system appears to be an issue.
LPI Corporate	% of full responses sent within 10 days	HB	66.26%	n/a	n/a	n/a	75.00%	67.86%	W	75.00%	73.00%	I	75.00%	88.00%	I	75.00%	73.00%		Monitoring system in place.
LPI Legal Services	% draft S106 sent out within 10 days.	CF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	90.00%	100.00%	S	90.00%	100.00%	S	90.00%	90.00%		None received.
LPI Financial Services	Financial monitoring reports sent to members	JPK	100.00%	n/a	n/a	n/a	100.00%	100.00%	S	100.00%	100.00%	S	n/a	n/a	n/a	100.00%	100.00%		This will not be able to be completed until November 2006.
LPI Financial Services	Number of days to do systems and account reconciliations	JPK	4.74	n/a	n/a	n/a	5.00	3.00	I	5.00	3.00	I	4.00	3.00	I	4.00	4.00		Recs all complete.
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JPK	3.75	n/a	n/a	n/a	4.00	3.00	I	4.00	3.00	S	4.00	4.00	W	4.00	4.00		Recs all complete within timescale. Has drooped to 4 weeks due to delay in information being provided.
LPI Financial Services	% of audit assignments completed in timescale	JPK	79.00%	n/a	n/a	n/a	95.00%	100.00%	I	85.00%	100.00%	S	85.00%	89.00%	W	85.00%	85.00%		One audit not completed to schedule.
LPI Financial Services	% of the scheduled audit plan delivered	JPK	73.00%	n/a	n/a	n/a	14.00%	3.00%	W	14.00%	13.00%	I	37.00%	30.00%	I	85.00%	85.00%		Unable to complete due to departments needing to sign off reports.

Ref	Description	HoS	2005/06		Quartile Data		Qtr 1 Target	Qtr 1 Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	Hit Annual Target?	
LPI Human Resources	% of staff appraisals undertaken	JP	74.48%	n/a	n/a	n/a	-	-	-	100.00%	99.00%	I	100.00%	99.00%	S	100.00%	99.00%		Based on 2005/06 PDRs completed by the end of August 2006.
LPI Human Resources	% of staff turnover	JP	18.80%	n/a	n/a	n/a	2.80%	2.73%	I	5.54%	5.37%	I	6.65%	6.84%	W	13.30%	13.68%		Cumulative figure using number of leavers.
LPI IT Services	% of helpdesk call closed within timescales	DP	84.95%	n/a	n/a	n/a	82.50%	94.92%	I	82.50%	93.06%	W	82.50%	72.54%	W	82.50%	89.64%		Although September has shown a down turn in performance the overall trend remains on course to finish above the target for 2006/7 and also remains on course to finish above the final 2005/6 figure. This reasons for the downturn in performance are linked to the Office moves that are currently being carried out

Local Indicators for Customer Service Centre

CSC	Monthly Call Volumes Customer Contact Centre	DP	n/a	n/a	n/a	n/a	No Target	11,138	n/a	No target	7,142	I	No target	7,179	I	No target	-		Call volume is falling. Monthly figure.
CSC	Monthly Call Volume Council Switchboard	DP	n/a	n/a	n/a	n/a	No Target	7,253	n/a	No target	8,803	W	No target	7,614	W	No target	-		Call volume is falling. Monthly figure.
CSC	Resolution at First Point of Contact all services	DP	n/a	n/a	n/a	n/a	80.00%	79.14%	I	80.00%	82.03%	W	80.00%	84.00%	I	80.00%	80.00%		On target. Monthly figure.
CSC	Resolution at First Point of Contact Telephone	DP	n/a	n/a	n/a	n/a	80%	79.06%	I	80%	78.94%	W	80%	83.00%	I	80%	80%		On target. Monthly figure.
CSC	Resolution at First Point of Contact Face to Face	DP	n/a	n/a	n/a	n/a	80%	80.84%	I	80%	93.52%	W	80%	91.00%	W	80%	80%		On target. Monthly figure.
CSC	Customer Satisfaction Rating	DP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Annual figure.
CSC	Telephone Service Factor (monthly target)	DP	n/a	n/a	n/a	n/a	80%	33.19%	I	80%	48.96%	I	80%	53.00%	I	80%	65%		Continual improvement made and trend is positive on a month by month basis
CSC	Telephone Service Level (% of days in month TSF met)	DP	n/a	n/a	n/a	n/a	90%	37.66%	I	90%	54%	I	90%	42%	W	90%	60%		September figure shows fall in performance this figure may be affected by telephone system down time experienced during this month
CSC	Average Speed of Answer	DP	n/a	n/a	n/a	n/a	15	75.66	W	15 secs	44 secs	I	15 Secs	35 Secs	i	15 secs	17 secs		Continual improvement made and trend is positive on a month by month basis
CSC	% of Calls Answered	DP	n/a	n/a	n/a	n/a	95%	69.12%	I	95%	76.00%	W	95%	75.00%	S	95%	85%		Marginal drop in performance this month but overall trend remains positive
CSC	Finance - Number of transactions face to face (cashier)	DP	n/a	n/a	n/a	n/a	n/a	3,047	n/a	n/a	2,760	n/a	n/a	2,759	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by telephone taken by CSA	DP	n/a	n/a	n/a	n/a	n/a	314	n/a	n/a	310	n/a	n/a	309	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by internet	DP	n/a	n/a	n/a	n/a	n/a	151	n/a	n/a	147	n/a	n/a	155	n/a	n/a	n/a		Actual figures only to give idea of volumes.
CSC	Finance - Number of transactions by Automated Telephone Payments	DP	n/a	n/a	n/a	n/a	n/a	8	n/a	n/a	38	n/a	n/a	70	n/a	n/a	n/a		Actual figures only to give idea of volumes.

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

24th NOVEMBER 2006

INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT 2nd QUARTER 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Jayne Pickering Head of Financial Services

1. SUMMARY

This report is structured in accordance with our corporate priorities and seeks to inform Performance Management Board of;

- 1.1 our 2nd quarter results across a range of performance indicators that relate to corporate priorities so that Members can easily identify how different areas of performance contribute to our overall strategy and
- 1.2 the interrelationship between our financial position and operational performance focussing on key risk areas and any associated action/improvement plans that may be required.

2 RECOMMENDATIONS

- 2.1 It is recommended that:
 - 2.1.1 Members note the content of this report and its appendices;
 - 2.1.2 the current underspend to budget of £310k be noted
 - 2.1.3 the predicted overspend of £77k be noted and Members to request Heads of Service to review the services provided to reduce the overspends where appropriate
 - 2.1.4 The use of balances be noted
 - 2.1.5 the capital underspend of £535k against the Revised Capital Programme at September 2006 be noted;
 - 2.1.6 the progress made on capital schemes to date be noted.

3 CORPORATE PRIORITIES 2006/07

3.1 Recovery Plan/Improvement Plan

3.1.1 Background

The Recovery Plan as identified as a key priority in 2006/07 has now developed into an improvement plan which focuses on a number of areas in the Council that require improvement and a better quality of service delivery. The improvement plan is monitored on a monthly basis by a number of bodies including this Board.

3.1.2 Performance Indicators

In relation to the key priority there are a number of indicators that require action following the performance of the 2nd Quarter these include;

- **Payment of invoices within 30 days**
 - The second quarter showed a significant increase in the % of invoices paid within 30 days with an average for the quarter of 95%. (target 100%, first quarter 88%). New weekly procedures were introduced in June to inform all service areas of invoices waiting to be processed and deadlines for submission. This has now proved successful as the performance is improving.
- **Housing Benefit Security**
 - The performance on housing benefit security is under target. This is due to a combination of using agency staff as there have been problems with recruitment , together with the actual targets set. A review of the targets is being undertaken in line with DWP standards as it seems that the current targets are unrealistic within the resources available at the Council. The aim is to align the targets to the DWP standard 3 whilst ensuring they are achievable. This will be reflected in the next quarter results.
- **Accuracy of processing benefit claims and overpayments**
 - The performance for the second quarter has been received from the DWP and is 94% which remains below target of 99%. There continues to be an increase in management checks and the team have identified training needs to improve the calculation accuracy.
- **Planning applications determined within 13 (major applications) or 8 (other applications) weeks.**
 - Performance has significantly improved in the second quarter with all PI's close to target despite staff vacancies for the first six months of the year.

- **Visits to Museums**

- The number of visits/usage of museums and galleries per 1,000 population. Visits to our museum is 25 per 1000 compared to average of 322 per 1000 for other District Councils. This lack of visitors is reflected in the income shortfall to the target for the museum.

4 **REVENUE PERFORMANCE**

4.1 The Council approved a revenue service budget of £15.938m on 1st March 2006. The underspend to September within Service Areas is £175k and together with additional investment income of £135k gives a total underspend of £310k. The projected year end position is that there will be a total overspend of £77k.

Service Area	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
	£'000	April-Sept	April-Sept	April-Sept	£'000	£'000
	£'000	£'000	£'000	£'000		
Corporate Services	1350	685	615	-70	1,224	-126
Culture & Community	3002	1,527	1,556	29	3,062	60
E-Government & Customer Services	56	95	97	3	75	19
Financial Service	1726	988	967	-21	1,709	-17
Legal & Democratic Services	889	569	448	-121	837	-52
Human Resources & Organisational Development	35	-7	-48	-42	28	-7
Planning & Environment	4356	2,186	2,042	-144	4,281	-75
Services Street Scene & Waste Management	4913	2,350	2,541	191	5,349	436
TOTAL SERVICES	16,327	8,393	8,218	-175	16,564	238
Less:						
Asset Management	-4,194	-2,097	-2,097	0	-4,194	0
Revenue Account						
Investment Income	-765	-459	-594	-135	-926	-161
Amount to be met from Government Grants & Local Taxpayers	11,368	5,837	5,527	-310	11,444	77

- 4.1.1 Appendix A-K show the details of the services and the current financial position together with the estimated outturn for 2006/07.

Budget Holders meet on a monthly basis with their accountants to discuss financial performance and to highlight areas of concern and where relevant prepare action plans to bring expenditure in line with the approved budget.

The reasons for the department variances as follows;

4.1.2 **Corporate Services – £70k underspend**

This underspend relates to the position on the improvement plan. It is anticipated that the total funding as originally specified of £350k will not be required by the end of this financial year.

4.1.3 **Culture and Community Services - £29k overspend**

The current overspend reflects a combination of;

- Vacancies within the department leading to an underspend of £76k
- Underspends in relation to payments for lifeline contracts (£6k) and the seasonal charges for grounds maintenance (£12k)
- General underspends on marketing and promotion (£5k)
- Shortfalls on income generated from the leisure centre due to a reduction in the number of visitors. The swimming programme has now been reviewed with the aim to generate additional income however the impact of the changes will be with effect from September and may not generate extra income until early 2007. Current shortfalls to income are £60k. The poor income generation to budget will be addressed as part of the financial plan review.
- An overspend of £54k on Community Safety is due to the revision of grant funding compared to the budget. This has been identified as a budget pressure within the 2007/08 financial plan review.
- The predicted overspend of £60k shows a significant improvement on the estimated outturn at Quarter 1. This is due to the action plan as identified at the August meeting including a drive to promote the facilities at the centres, developing new initiatives and all staff ensuring that costs are kept to a minimum.

4.1.4 **E-Government and Customer Services - £3k overspend**

The current overspend is due to payments for agency staff covering vacant posts within the department. The anticipated overspend of £19k for the year is as a result of the department's increase in salaries for staff achieving NVQ's during the year and the payments for agency staff covering vacant posts within the department.

4.1.5 **Financial Services - £21k underspend**

The underspend is due vacancies within the department during the early part of the financial year. It is anticipated that there will remain an underspend at year end.

4.1.6 **Legal and Democratic Services – £121k underspend**

The current underspend is due to a combination of savings on business rates and insurances and vacancies within the Elections, Legal and Valuation Services.

The projected underspend for the year of £52k is a result of a number of variances including;

- An expected overspend of £50k in respect of gas and electric charges at the Council Offices. The utility budget was increased by 10% however the actual charges are significantly higher than that estimated. This will be addressed as part of the financial plan review.
- Underspendings on Business Rates and Insurances (£50k) due to revaluation of properties with a reduced liability to the department.
- Vacancies within the department (50k).

4.1.7 **Organisation Development and Human Resources - £42k underspend**

- The underspend is mainly due to lower than anticipated expenditure on training for the first six months. This is likely to continue for the rest of the year to give an total underspend on training for £30k. The year to date underspend is offset by a net overspend of £7k on salaries which is combination of resulting savings on the Head of Service from post being vacant for the first three months of the year and expenditure incurred during the period of an interim Head of Service.

4.1.8 **Planning and Environment Services – £144k underspend**

The current underspend of £144k is due to the following;

- Savings on vacant posts amounts to £88k. The service area has now implemented a revised staffing structure and is currently recruiting operational staff to deliver the service.
- Current savings on consultancy fees £59k and it is anticipated that the budget for use of consultancy for advice on planning matters will not be overspent at the end of the financial year. Other savings of £30k include those relating to equipment and office expenses.
- There is a significant shortfall to projected income for building regulation fees, planning applications and land charges £96k (net £34k against income received for licensing) for the second quarter. This is due to the planning moratorium and the slight

decrease in the housing market during this year. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated by £224k. This issue will be addressed as part of the financial plan review.

- It is anticipated that the current underspends will offset the impact of the shortfall in income for 2006/07.

4.1.9 **Street Scene and Waste Management Services - £191k over**

The current overspend is due to a number of factors including;

- Car parks overspend of £136k. There has been an increase in both the volume and the income from ticket sales compared to the same period last year. However it is anticipated that to the year end income will be £140k less than the budget. The budget was set using an average increase per ticket however the actual ticket sales has not resulted in the budgeted increase. Refunds for parking at the Dolphin Centre have also increased resulting in a projected overspend for the year of £56k. Collection costs have increased by £10k as more ticket machines have been purchased. Permit sales for the year are expected to be £45k less than the budget. This is the first year the Council has charged for parking permits.
- Cleansing - underspend for the first six months (£2k) and predicted to the end of the financial year (£16k) is due to the vacancies in staffing for the new strategy that has not yet been fully implemented.
- Environmental Enhancements current overspend of £8k is due to reduced use of the bring sites as a consequence of fortnightly household recycling collection. This is offset by income received from Worcestershire County Council on the recycled waste brought to the site. An overspend of £16k is projected for the year.
- Refuse collection has a current overspend of £65k and projected overspend of £223k for the year. This is due to overspendings on fuel (anticipated overspend to year end of £100k but prices are currently volatile), hire costs of trade waste and recycling vehicles and increased running costs of the fleet until the vehicles are replaced later in the year.

There are a number of actions being undertaken to reduce the impact of the overspend. These include;

- Reviewing contract for utility service provision to ensure the Council receives the most competitive prices
- Utilising the procurement manager to ensure compliance with procedures and demonstrate value for money in procurement
- Reducing the number of hired vehicles where appropriate.
- Postponement of green waste collection between January and March 2007

4.2 Treasury Management Overview April to September 2006

4.2.1 Investment Interest

For the six month period to September 2006 the Council received net investment income amounting to £594k against predicted year to date receipts of £459k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit in the first half of the year.

- 4.2.2 The revised projection for 2006/07 investment income is £926k against a full year budget of £765k. The second half of the year will see an increased cash requirement when monies are expended on the capital programme. However the reduced cash available is expected to benefit from higher returns following the recent base rate increases.

Details on the individual fund managers' performance is detailed below.

4.2.4 INVESCO

Investment Objectives

To optimise returns commensurate with the containment of risk and to achieve a target return of 110% of the benchmark, net of fees, over a 3 year rolling period.

Portfolio Performance

At 1 April 2006 the Council's investment was valued at £14.3 million. In the six month period to September the investment earned interest amounting to £291k and the Council withdrew funds totalling £2.0million. Management fees applied to the portfolio for the period totalled £13k. The market value of the funds invested with Invesco was £12.6million as at 30 September 2006.

4.2.5 HSBC

Investment Objectives/Level of Risk

The investment objective is set out in the Client Agreement with HSBC with a portfolio mandate of short maturity with a medium level of risk.

Portfolio Performance

At 1 April 2006 the Council's investment was valued at £10.1 million. In the six month period to September the investment earned interest amounting to £232k. Management fees applied to the portfolio for the period totalled £25k. The market value of the funds invested with HSBC was £10.3million as at 30 September 2006.

5 CAPITAL PROGRAMME

- 5.1 Council approved the original Capital Programme for 2006/07 of £5.726 million.
- 5.2 On 21st August 2006 the Performance Management Board recommended that Executive Cabinet approve capital budget carry forwards totalling £1.655 million from 2005/06 to 2006/07 for completion of schemes.
- 5.3 Overspends totalling £40k in 2005/06 are also being carried forward to 2006/07 where schemes are continuing which will reduce the level of budgets available in 2006/07. The net level of budgets which requires adding to the original Capital Programme for 2006/07 is therefore £1.615 million.
- 5.4 Following final approval and commencement of the Spatial IT Project the Revised Capital Programme for 2006/07 has been increased by £500k
- 5.5 On 1st November 2006 Executive Cabinet approved an increase of £40k on the Section 106 funded scheme to provide play facilities at Hagley Playing Fields, and also a budget transfer of £15k (a budget virement) to the Improvements to Rubery Park scheme from the CCTV Wythall/Drakes Cross scheme, which is expected to provide an underspend, to supplement the existing budget for Rubery Park. Although these changes have occurred later than the financial period up to September which is being reported on, they have been included for accuracy and completeness.
- 5.6 After adding the approved budget carry forwards and the approved changes to the original Capital Programme the Revised Capital Budget for 2006/07 now totals £7.881 million for capital monitoring purposes, and at September 2006 there is an underspend of £535k, and a projected year end underspend of £871k.

Financial Services

- The scheme for the new Purchase Order Processing IT System (£197k) is due to commence in November 2006 for completion in 2006/07.

Legal & Democratic Services

- The scheme for the conversion of the old reception area of the Council House to office accommodation has been completed and a £2k overspend is being projected against the original budget of £77k.

Human Resources & Organisational Development

- It is anticipated that the new Human Resources Management and Information IT System (£30k) can be

started this year after being delayed by the Council restructuring.

E-Government & Customer Services

- The ICT Infrastructure scheme will be completed shortly and a £79k overspend is being projected following the charging of management and support costs which were not included in the original budget. Also the Government Connect IT scheme (£30k) cannot be started this year because of Central Government delays.
- The scheme to replace the Academy Revenues & Benefits IT System (£400k) may not proceed because of the developments related to Shared Services for Revenues within Worcestershire, and extension of the existing contract with Academy is under negotiation.
- Finally the Spatial IT project has commenced and because of the late start in the financial year some of this year's budget allocation will probably need to be carried forward to 2007/08.

Street Scene & Waste Management Services

- The scheme to replace fleet vehicles (£125k) is proceeding and a type of multi lift vehicle is currently on trial at the Depot, and a purchase is planned for later in 2006/07, along with suitable skips.
- Progress is also being made with the budget to obtain street cleaning vehicles and equipment (£507k) with the ordering of a number of sweepers and the evaluation of pick-up vehicles and trailers with delivery planned for December 2006. These items will be evaluated before further purchases are made.
- The scheme to replace the rear loading trade waste collection vehicle is also progressing with a planned delivery date of February 2007.

Planning & Environment Services

- Several of the Affordable Housing schemes are likely to underspend this year mainly because of delays, the complexities involved, and the development of a new scheme.
- There is a major underspend of £288k on Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance where the lack of a Grants Administrator in the Private Sector Housing Team has caused delays in the processing of grant applications. However a 2 year temporary post has now been approved.

Culture & Community Services

- Dolphin Centre Phase II – Health & Fitness Suite (£1.192 million) has not yet received approval, and the underspend for the year will increase significantly if the scheme does not proceed.

- The scheme to provide a play area at the Dolphin Centre (£40k) will not commence this year because of other higher priority sites.
- The scheme for New Sporting Pitches (60k) is currently under reassessment, and an evaluation of alternative sites is being undertaken for the Wythall Teenage Sports Facilities scheme.
- The CCTV scheme at Wythall/Drakes Cross is expected to be completed with a £33k saving and plans to utilise some of the underspend elsewhere are under preparation

5.7 Full comments showing the latest position on all schemes can be seen on Appendix L to S.

6. Use of Balances / Reserves

6.1 The Council had Revenue balances of £2.282m as at 31st March 2006 however during the course of the 2005/06 additional use of balances were approved which are committed in 2006/07. The total funding required amounts to £99k. Within the Medium Term Financial Plan it has already been approved that £334k and £500k of balances will be used in 2006/07 and 2007/08 respectively. This would further reduce the balances to £1.349m. Executive Cabinet have recently approved the funding associated with the improvement plan at a cost of £350k which would reduce the available balances to £999k.

6.2 The balance of the Planning Delivery Grant was £276k at 31.03.2006. It is anticipated that £111k will be utilised during 2006/07 to fund approved posts within the department. To date £121k has been received. The balance to carry forward will therefore equate to £286k.

7. FINANCIAL IMPLICATIONS

7.1 None other than in the body of the report.

8. LEGAL IMPLICATIONS

8.1 None.

9. OTHER SUB HEADINGS 9.1 None

Personnel Implications	
Governance/Performance Considerations	Management
Community Safety Considerations	
Risk Management Considerations	
Policy Considerations	
Environmental Considerations	
Equalities Implications	

Background Papers

Full Performance Indicators report

Financial Position to include Revenue & Capital Monitoring reports to September 2006 and information on the use of balances

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