



## **BROMSGROVE DISTRICT COUNCIL**

### **PERFORMANCE MANAGEMENT BOARD**

**FRIDAY, 15<sup>TH</sup> DECEMBER 2006, AT 2.00 P.M.**

**COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE**

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

### **AGENDA**

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

1. To receive apologies for absence
2. To confirm the Minutes of the Meeting held on 24<sup>th</sup> November 2006 (attached).
3. Abandoned Vehicles – Repossessions (BV218v): Report of Head of Street Scene and Waste Management Services (attached)
4. Improvement Plan – October Update (attached)
5. Bromsgrove Community Plan – Annual Report 2005-06 (attached)

K. DICKS  
Acting Chief Executive

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

6th December 2006.

**BROMSGROVE DISTRICT COUNCIL**

**MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

Friday, 24<sup>th</sup> November 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., C.B. Lanham and Mrs. J.D. Luck.

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

51/06 **APOLOGIES**

An apology for absence was received from Councillor Mrs. C.J. Spencer (as a Portfolio Holder/Observer).

52/06 **MINUTES**

The Minutes of the Meeting of the Board held on 20<sup>th</sup> October 2006 were submitted.

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

53/06 **IMPROVEMENT PLAN**

Consideration was given to the report on the Improvement Plan for September 2006, together with the corrective action being taken, as set out in the two appendices to the Report, i.e., Appendix 1 (Exception Report) and Appendix 2 (Improvement Plan).

Members raised a number of issues, and particular reference having been made to the following, it was

**RESOLVED**

- (a) that, on future versions of the Exception Report, an additional column be added, i.e. "Original Date" to complement the existing column shown (Revised Date) ;
- (b) that, insofar as item 8.1.2 was concerned (Re-development of Bromsgrove Town Centre – Procurement rules: Issues and Options analysis), the Assistant Chief Executive be requested to circulate details of the latest position to members of the Board at the earliest opportunity; and

- (c) that, insofar as item 10.2.1 was concerned (Work with Registered Social Landlords to identify sites and development), the Corporate Director (Services) be requested to liaise with the Head of Strategic Housing to ascertain how many such sites were under way, and circulate the information to members of the Board in due course.

54/06

**PERFORMANCE INDICATORS – QUARTER 2, 2006**

A report setting out the Council's performance levels as at 30th September 2006, and the corrective action being taken (Appendix 1), was submitted.

**RESOLVED:** that details of the number of abandoned cars repossessed within 24 hours of the legal entitlement to do so (BV218b refers) be submitted to the next meeting for members' information.

55/06

**INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT - QUARTER 2, 2006/7**

A report setting out results over the second quarter across a range of performance indicators which related to corporate priorities, and which highlighted the inter-relationship between the Council's financial position and operational performance, focussing on key risk areas and any associated action/improvement plans that may be required, was submitted.

**RESOLVED:**

- (a) that the current underspend to budget of £310k be noted;
- (b) that the predicted overspend of £77k be noted, and that Heads of Service be requested to review the services provided to reduce the overspends where appropriate;
- (c) that the use of balances be noted;
- (d) that the capital underspend of £535k against the revised Capital Programme as at September 2006 be noted;
- (e) that the progress made on capital schemes to date be noted; and
- (f) that, in all other respects, the report and the various appendices be noted.

The Meeting closed at 3.15 p.m.

Chairman

## AGENDA ITEM NO 3

### BROMSGROVE DISTRICT COUNCIL

#### PERFORMANCE MONITORING BOARD

15<sup>th</sup> DECEMBER 2006

#### ABANDONED VEHICLES.

Responsible Portfolio Holder	Councillor M Sherry
Responsible Head of Service	Mike Bell

#### **1. SUMMARY**

- 1.1 At the last PMB meeting a request was made for a report on the number of abandoned vehicles processed by the Street Scene and Waste Management Department.
- 1.2 This report provides members with that information.

#### **2. RECOMMENDATION**

- 2.1 Members are asked to note the report.

#### **3. BACKGROUND**

- 3.1 The District Council has a responsibility to investigate and remove abandoned vehicles reported to it or identified by officers during their routine inspections of the area. There are 2 performance indicators associated with this area of work.
- 3.2 BVPI 218A monitors the time taken for officers to inspect a vehicle from the time at which it is notified to the Authority. The measure is that an inspection should be made within 24 hours of notification and monitors the Council Officers performance.
- 3.3 BVPI 218B monitors the time taken to remove the vehicle once we have gone through the various legal processes and are legally entitled to undertake that removal. The measure is that removal should be made within 1 day of notification. This PI measures the Councils Contractors performance.

- 3.4 Between April and the end of October 140 vehicles were reported, of which 132 were inspected within 24 hours, a performance of 94%
- 3.5 In the same period 93 vehicles were reported to the Contractor for removal, of which 88 were removed within 1 day, a performance of 95%.
- 3.6 Attached to this report is a spreadsheet detailing the performance throughout the year which shows that the Contractors performance during the months of August, September and October has been at 100% however because the performance measure is cumulative a slightly reduced performance earlier in the year is showing in the cumulative totals.

### **Background Papers**

None

### **Contact officer**

Name: Michael Bell  
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Tel: (01527) 881703

BV 218 A	Apr-06	May-06	Jun-06	Total Qtr 1	Jul-06	C/lative	Aug-06	C/lative	Sep-06	C/lative	Oct-06	C/lative	Nov-06	C/lative	Dec-06	C/lative
Total no of incidents	16	24	30	70	14	84	20	104	14	118	22	140				
No of vehicles inspected within timescale	15	24	30	69	13	82	17	99	14	113	19	132				
% inspected timescale	94	100	100	99	93	98	85	95	100	96	86	94				

BV 218 B	Apr-06	May-06	Jun-06	Total Qtr 1	Jul-06	C/lative	Aug-06	C/lative	Sep-06	C/lative	Oct-06	C/lative	Nov-06	C/lative	Dec-06	C/lative
No of cars to be removed (excl shows)	15	17	14	46	14	60	6	66	13	79	14	93				
No of Cars collected within 1 day of final inspection/instruction to contractor (excl no shows)	15	16	11	42	13	55	6	61	13	74	14	88				
% removed within timescale	100	94	79	91	93	92	100	92	100	94	100	95	#DIV/0!		#DIV/0!	

**BROMSGROVE DISTRICT COUNCIL**

**15 DECEMBER 2006**

**PERFORMANCE MANAGEMENT BOARD**

**IMPROVEMENT PLAN AND EXCEPTION REPORT OCTOBER 2006**

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	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 October 2006.

**2. RECOMMENDATION**

- 2.1 That the Board consider the corrective action being taken.
- 2.2 That the Board note that 78% of the Improvement Plan is on target [green ]13% is one month behind [amber] and 9% is over 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 2<sup>nd</sup> August 2006.

**4. PROGRESS IN OCTOBER 2006**

- 4.1 Overall performance as at the end October 2006 is as follows: -

**October 2006**

**September 2006**

<b>RED</b>	<b>13</b>	<b>9%</b>	<b>RED</b>	<b>9</b>	<b>6%</b>
<b>AMBER</b>	<b>20</b>	<b>13%</b>	<b>AMBER</b>	<b>46</b>	<b>29%</b>
<b>GREEN</b>	<b>115</b>	<b>78%</b>	<b>GREEN</b>	<b>103</b>	<b>65%</b>

Where: -

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

- 4.2 An Exception Report detailing corporate actions being under taken for red and amber tasks is attached at **Appendix 1** and the full Improvement Plan is attached at **Appendix 2**.

## **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 19<sup>th</sup> 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**

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

## 11 APPENDICES

Appendix 1 Improvement Plan Exception Report October 2006

Appendix 2 Improvement Plan October 2006

## 12. BACKGROUND PAPERS -

None

## CONTACT OFFICER

Name: Christine Sanders  
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Tel: (01527) 881668

<b>1. Improved image and perception of the Council</b>						
<b>Ref</b>	<b>September Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
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. 2006 393 returned 12 still outstanding	JP	31 Aug 06	31 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 Dec 2006.	JP	30 Sept 06	31 Dec.06

<b>28 Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.</b>						
<b>Ref</b>	<b>September Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
6.1.1	Agree approach to neighbourhood management with partners.		Draft report planned for 30 November 2006 LSP Board meeting and November Leaders Group.	HB	30 <sup>th</sup> Sept 06	30 Nov.06

<b>28 Improve Customer and Performance Culture of Council</b>						
<b>Ref</b>	<b>September Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
7.2.3	Review of PDR forms & Process		Drafts completed. Consultation date closed on 27 October.	JP	31 Oct 06	30 Nov.06
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.	JP	30 Sept 06	30 Apr.07
7.3.1	Appoint Corporate Policy and Performance Officer.		Two appointments made. Both subsequently declined the offer. An interim appointment has now been made until 31 March 2007 .Additional interim to be appointed until permanent replacements are available	HB	30 Sept 06	06 Nov.06

<b>28 Re –development of Bromsgrove Town Centre</b>						
<b>Ref</b>	<b>September Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
8.1.2	Carry out issues and options analysis		Meeting set for 12 December to discuss goals and objectives	PS/ DH/ MD	30 Aug 06	12 Dec 06

<b>12. Achieve Suitable Inspection Score for Cultural Services; improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.</b>						
<b>Ref</b>	<b>September Action</b>	<b>Colour</b>	<b>Corrective Action</b>	<b>Who</b>	<b>Original Date</b>	<b>Revised Date</b>
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 2006	JG	31 Aug 06	15 Nov.06
12.1.5	Draft position statement Produced.		Due to the current management capacity issues an external consultant has been appointed write the self assessment for Jan 07	PS	30 September 06	31 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 January.	PS	30 September 06	31Jan 06
12.1.7	Improvement Action plan produced		Completed by 30 January 2007	PS	30 Sept 06	30 Jan 07
12.1.8	Organise a peer inspection		To be reviewed pending decision on Corporate CPA inspection	PS	31 Oct 06	30 Nov 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	31 July 06	31 Dec 2006
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28 Reduction in Number of Complaints						
Ref	September Action	Colour	Corrective Action	Who	Original Date	Revised Date
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	31 Oct 06	30 Nov.06
<b>16</b>	<b>Improved Customer Service –Customer Service Centre</b>				<b>Original Date</b>	<b>Revised Date</b>
16.1.3	Install software system		System will be installed when final decision has been made Due to ICT and departmental staffing pressures a new completion date of 31 <sup>st</sup> March 2007 has been agreed	DP	31 Oct 06	31 March 2007
16.1.4	Install large screen for customers		Will be included as part of the system installation Due to ICT and departmental staffing pressures a new completion date of 31 March 2007 has been set	DP		31 March 07

28 Improved Customer Service – Whole Council						
Ref	September Action	Colour	Corrective Action	Who	Revised Date	Revised Date
17.3.1	Introduce letter answering guidelines.		Guidelines to be introduced in the complaints handling procedure. This action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed	DP	31 July 06	28 Feb 07
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 action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed	DP	31 July 06	28 Feb 07

28 Improved Governance						
Ref	September Action	Colour	Corrective Action	Who	Original date	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Some training needs analysis forms still outstanding and need to be progressed	JP	31 Aug 06	To be agreed
18.1.5	Commence implementation of training programme		Modern Councillor Programme will be launched at January Full Council Start of the delivery of the training programme will not be adversely affected.	JP	30 Nov. 06	Jan 07

28 Suitably Skilled Workforce						
Ref	September Action	Colour	Corrective Action	Who	Original Date	Revised Date
19.1.5	Develop succession planning policy		Re-programmed due to capacity issues.	JP	31 Oct 06	31 Jan.06
19.2.3	Implement actions from staff survey from staff survey.		Completion of tasks ongoing From a total of 39 actions 20 remain to be delivered	JP	Started July 06	Ongoing
19.3.2	Develop workforce plan.		Re-programmed, in order to create capacity for managers.	JP	31 July 06	1 April 07

28 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 to continue consultation due to their internal lack of capacity issues	JP	30 Sept 06	30 Dec 06
20.1.6	Provide training on new policy and support documentation		Training to be reviewed to ensure appropriate balance between training and delivery	JP	30 Sept 06	31Jan 06

28 Improved Financial Management and Improved Services						
Ref	September Action	Colour	Corrective Action	Who	Original date	Revised Date
21.1.9	<b>Kloe 2 Financial Management</b> Develop cash flow forecasts		Daily cash flow forecasts are produced. A more comprehensive forecast will be produced as part of the review of the medium term financial plan in Oct-Feb 07	JP	30 Sept 06	28 Feb 07

21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section		This post has not been filled due to lack of suitable candidates Managers have proposed a change of the structure with the aim of recruiting to the post. This post will be advertised subject to the decision of the shared services debate .	JP	31 Oct 06	31 Dec 06
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Accuracy as reported by the DWP at 95.2% for July –Sept which is a 3% increase on April –June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept -Dec	JP	31 Oct 06	30 Dec 06
21.2.7	PM7 HB overpayments – amount recovered during the period as % total amount of HB overpayments during period 79%		The actual for October is 59.87%, an improvement on September, but below the locally set target of 79% The local target will be reviewed to ensure that it is realistic and achievable for BDC. Revisions to the target will be reported in the Nov update with appropriate justification.	JLP		30 Nov 06
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		The actual for October to date is 20.68% an improvement on September but below locally set target of 55% This will be reviewed to ensure that the local target is realistic and achievable for BDC. A revision to the target will be reported in the November update with a justification if required.	JLP	31 Oct 06	31 Dec 06
21.2.11	<b>PM 11%</b> of data matches resolved within two months of 86%-90%		Currently below the DWP standard 3 but above locally set target of 75%. Work ongoing within the team to continually improve the data matching with the aim to meet DWP standard in 2007/08.	JLP	31 Oct 06	2007/2008



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21.2.18	<p><b>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</b></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>		<p>The are 10 outstanding appeal submissions As the team is now fully staffed and have implemented workflow. The appeals officer can now focus on the overpayments and the appeal submissions.</p>		31 Oct 06	31 Dec 06
21.2.19	<p><b>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</b></p> <p>Team now fully staffed to address the 10 outstanding appeal submissions Target to be achieved by Dec 06</p>		<p>There are 10 appeals submissions As the team is now fully staffed and have implemented workflow the appeals officer can now focus on the overpayments and the appeals submissions.</p>		31 Oct 06	31 Dec 06



## Improvement Plan –October 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 –October update Appendix 2

<b>1.4</b>	Increase the percentage of positive articles in the local press.	Develop a more pro-active approach to media coverage and positive relationship with the local media	30 November 2006	HB	Appoint new Communications Manager.
		Improved service delivery to reduce negative stories.	See rest of Improvement Plan.	CMT	See rest of Improvement Plan.
		Identify and celebrate success	On-going.	HB	Appoint new Communications Manager
<b>1.5</b>	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**

- 1.1 The contract for the Customer Panel has been awarded to SNAP Surveys and focus groups for identifying customer measures from public undertaken. Now need to turn this information into customer standards before surveying public through the Customer Panel.
- 1.2 Panel established and Consultation Policy and Guidance produced and agreed by Cabinet. Two focus groups planned before Christmas on the budget. Further updating of the Policy required, to include young people, older people and equalities. This will be picked up when the Communications Manager and Customer First Manager starts in January.
- 1.3 Establish the percentage of the workforce BME
- 1.4 The Communications and Customer First Manager has been appointed and will start on 04 January.
- 1.5 The I&DeA are still working on the Style Guide, but this is a lower priority at the moment, as no work could be undertaken on implementing until the arrival of the Communications and Customer First Manager.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>1.1</b>	<b>Public Perception</b>														
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.
<b>1.2</b>	<b>Regular consultation</b>														
1.2.1	Award Customer Panel Contract.	HB													Awarded



## Improvement Plan –October 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													Included in draft 2007/08
1.2.7	Work with contractor to enable 2007/08 consultation plans.	HB													
<b>1.3</b>	<b>% workforce BME</b>														
1.3.1	Establish accurate information on workforce profile by sending out pro-forma asking for verification/ identification of missing information	JP													Questionnaire sent out to all employees in July.  393returned Approximately 12 outstanding.  Outstanding forms being chased through the relevant Heads of Service,



## Improvement Plan –October 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 Dec.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 <sup>th</sup> October. Completed
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 .Completed
<b>1.4</b>	<b>Positive Press Articles</b>														
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 <sup>rd</sup> October
1.4.3	Appoint Communications Manager.	HB													Appointment made
1.4.4	Manager starts.	HB													Start date 04 Jan 07



## Improvement Plan –October update Appendix 2

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
1.4.5	More pro-active approach developed by manager.	HB														To be developed 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														This will be picked up by the new Communications and Customer First Manager



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>1.5</b>	<b>Brand</b>														
1.5.1	I&DeA complete interviews with staff.	HB													Complete
1.5.2	Draft Style Guide and review completed.	HB													Timeline to be approved when new Communications and Customer First officer in post
1.5.3	Agree actions with CMT.	HB													Re programmed to allow the management by the new Comms & and Customer First manager
1.5.4	Agree Style Guide with Leader.	HB													As above
1.5.5	Further actions are dependent on outcome of review.	HB													As above





## Improvement Plan –October update Appendix 2

### Corporate & External Improvements

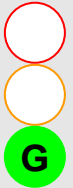
<b>2.</b>	<b>Expected Outcome</b>	<b>Effective risk managed communication and consultation, internal/external</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>2.1</b>	Number of press releases used for “banana skins”. Number of press 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.
<b>2.2</b>	% 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.
<b>2.3</b>	% of public who remember seeing Council Chat (name to change). % of public who think the Council is improving.	4 X Council Chat with cross party Member panel to oversee its work.	31 December 2006 and then every three months.	HB	Increased cost of moving to 4 issues and making sure whole district is covered.



## Improvement Plan –October update Appendix 2

### Progress Update

- 2.1 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. The Communications and Customer First Manager will pick this up when she starts in January.
- 2.2 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. Feedback is being received from staff, which is responded to by the Assistant Chief Executive.
- 2.3 The Winter edition of Council Chat is now with the printers. It was agreed with the Leader to hold file on changing the name and design until the Communications and Customer First Manager arrives. Similarly, the Editorial Board will be established in the New Year, once the Communications and Customer First Manager arrives.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Actions
	<b>Risk Mgmt of Press</b>														
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



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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
<b>2.2</b>	<b>Staff Communication</b>														
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													Two meetings have taken place
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
<b>2.3</b>	<b>Council Chat</b>														
2.3.1	Communications Manager in post.	HB													Appointment made start date 04.Jan.07



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
2.3.2	Member's Editorial Panel established.	HB													It has taken longer to decide which Members. First meeting will now take place in Jan 07
2.3.3	First new edition published.	HB													Agreed with the portfolio holder to await appointment of Comms Manager before overhauling
2.3.5	Third new edition in draft.	HB													This will now be the second new edition.

### Corporate & External Improvements

<b>3</b>	<b>Expected Outcome</b>	<b>Modern inclusive Council engaging all communities including minority groups.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>3.1</b>	Level 2 of Equality Scheme (BV2a)	Diversity objectives (based on consultation with designated community, staff and stakeholder groups) have been translated into action plans contained within business plans, with specific targets so that progress can be monitored.	31 March 2007	CF	Budget will be required to address aspects of equalities e.g. BV156, increased consultation and DDA Audit



## Improvement Plan –October update Appendix 2

<b>3.2</b>	Inclusive Race Equality Scheme launched and consulted on.	Launch of consultation was 23 <sup>rd</sup> September at a consultation conference and closes on 18 <sup>th</sup> November . The scheme will be revised and formally launched on the 4 <sup>th</sup> December This date has been brought forward to the 23 <sup>rd</sup> September as we are hosting a formal consultation conference to publicly launch the consultation period.  As a result of the conference and the consultation exercise the Equality and Diversity Forum has recruited many new members Over the next year the forum will be involved in reviewing and improving the scheme by forming six sub groups one for each diversity strand These groups will be supported by officers	04 December 2006	CF/HB	Resources required to ensure meaningful and effective consultation process
<b>3.3</b>	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.



## Improvement Plan –October update Appendix 2

### Progress Update

All identified actions are being delivered within the timescales identified.

The consultation period for the Inclusive Equalities Scheme ends on the 18<sup>th</sup> November. All responses have been positive except for comments about ease of reading from a small number of responders. These needs have been met by providing Braille and Large Print versions on request. All responses have been included in the current rewriting of the scheme in readiness for the publication date in December. We recognize that a more in-depth review and revision of the scheme is required over a longer period and it is intended that this will be achieved through working with the Equality and Diversity Forum. Detail proposals regarding this will be put to the group on the 30<sup>th</sup> November.

A final Member training was delivered successfully at the beginning of October. As a result Members have identified additional information and training that they require on Equality. 37 out of 39 members have been trained. Most feedback was positive with further training needs identified.

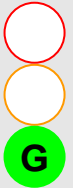
The first round of Equality Impact Assessment workshops have been completed successfully. As a result we are compiling a data base of all completed Impact Assessments from across the organization. We carried out a number of 1-1 sessions with managers who were experiencing specific difficulties with the process. Additional support is being given as and when required. A standing item has been included on the CMT agenda to provide additional support and guidance.

The initial scoping document submitted to the Capacity Building Fund Board was received favorably and as a result a formal bid has been submitted. We will learn the outcome of the bid on 30<sup>th</sup> November 2006.

A Hate Crime Officer has been appointed at County level to implement a common racial incidents reporting procedure and associated support mechanisms for victims on a District by District basis. Bromsgrove is the second District to go live and the initial meeting of the Multi Agency Forum is scheduled for the 20<sup>th</sup> November. There will be at least 10 reporting centres within the District of Bromsgrove and a customized reporting form that will cover all six diversity strands. All front line staff who will be handling reports will be trained in January and the reporting mechanism will be up and running by the end of March 2007. The partners in the Multi Agency Forum include BDC, BDHT, The Police and the Worcestershire Race Equality Council.

The Bromsgrove District Council Equality and Diversity Forum have nominated a Chairman from the community. It is hoped that this will encourage a community lead agenda. The minutes of the forum will now be automatically fed through to SMT.

3.3 The Customer Panel will consist of approximately 1000 residents and will be representative of the districts population. We are currently in the process of designing the first questionnaire for distribution in January 2007.





## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>3.1</b>	<b>Equality Standard</b>														
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 <sup>th</sup> December 2006.	CF													On target
3.1.9	Implementing AIES.	CF													On target
3.1.10	Planning 1 <sup>st</sup> annual review and revision of AIES.	CF													On target
3.1.11	Input to Council results.	CF													On target
<b>3.2</b>	<b>Race Equality Scheme</b>														
3.2.1	BVPI 2b quarterly assessment	CF													On target
3.2.2	Impact Assessment surgeries	CF													Completed



## Improvement Plan –October update Appendix 2

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													On Target
3.2.6	AIES consultation launch - 1/10 to 18/11/2006	CF													On Target
3.2.7	AIES formal launch 4 <sup>th</sup> December 2006	CF													On Target
3.2.8	Implementing AIES	CF													On Target
3.2.9	Planning 1 <sup>st</sup> annual review and revision of AIES	CF													On Target
3.2.10	Input to Council Results.	CF													On Target
<b>3.3</b>	<b>BME representation</b>														
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.





## Improvement Plan –October update Appendix 2

### 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.



## Improvement Plan –October update Appendix 2

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.
<p><b>Progress Update</b></p> <p>4.1 GMB and Cabinet have approved the Improvement Plan. It was communicated to staff via the Core Brief.</p> <p>4.2 A report was produced for September Cabinet on the Council Plan. This detailed the new Vision, Council Objectives, Priorities and Values. A set of corporate key deliverables (approx. 30) now need to be established along with the medium term financial strategy for 2007/2010. On the advice of the Improvement Director, this has been re-programmed to February Cabinet, in order to link into the budget process.</p> <p>4.3 The Leader and SMT listened to a range of partners, including the PCT, County and the Police. All staff were written to and a group of staff champions created in order to ascertain staff views.</p> <p>4.4 Feedback to staff champions took place September. The ACE now meets with staff champions every 6 weeks to update them on developments within the Council.</p> <p>4.5 The Audit Commission no longer undertakes Progress Assessments. The Council has put itself forward for a full CPA, which is due to take place in late February 2007, date to be confirmed by the Audit Commission. The self-assessment will need to be written by mid-January 2007. Again, date to be confirmed..</p>					



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>4.1</b>	<b>Improvement Plan</b>														
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
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 Timetable for reporting adjusted on the advice of the Improvement Director and with the agreement of Leader Chairman of PMB
<b>4.2</b>	<b>Council Plan</b>														
4.2.1	Write up balanced scorecard.	HB													Initial write up achieved but further work required
4.2.2	Further develop measures.	HB													Approach agreed away day 19 <sup>th</sup> 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													This reflects the advice of the Improvement Director



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
4.2.5	Report to Full Council.	HB													Put back with Leaders approval
<b>4.3</b>	<b>Partners and Public</b>														
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
4.3.4	Stakeholder Forum.	HB													Re programmed for 8th November 2006.
4.3.5	Separate meeting for Equalities Forum on feedback	HB													Toilets and Parking were the two big problems
<b>4.4</b>	<b>Staff</b>														
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													Second meeting of Champions took place in October This focused on new PDR process



## Improvement Plan –October 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.
<b>Progress Update</b> 5.1 No meeting in October. Board meets every two months. Next meeting on 30 November. Meeting with SMT and GOWM LSP expert planned for November, which will at what the Council hopes to achieve from the LSP. 5.2 Anecdotal feedback from partners suggests that the Board members are engaging with the LSP and are aware of the value that the Council is now placing on partnerships. 5.3 This has not been actioned and requires further discussions to the merits of this, given the current focus on improving the workings of the LSP Board. 5.4 Stakeholder meeting planned for 08 November with stakeholders 100 attending. Voluntary sector Compact also to be launched.					



## Improvement Plan –October update Appendix 2

5.1 LSP Priorities															
Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													In draft and will be reported in November
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													Next meeting on 30 <sup>th</sup> November
5.4 Stakeholder Meeting															
5.4.1	Meeting agenda and format agreed by LSP Board.	HB													Delayed due to meeting with Minister



## Improvement Plan –October update Appendix 2

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

### Corporate & External Improvements

<b>6.</b>	<b>Expected Outcome</b>	<b>Public feel involved in democratic process and able to influence decision-making about what is happening in their neighbourhood.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>6.1</b>	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.

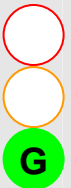


## Improvement Plan –October update Appendix 2

<b>6.2</b>	PACT. Good attendance levels, evidence of corrective action and support by Council	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.  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.	30 September 2007	HB	Possible resource implication as a result of the review.
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**Progress Update**

6.1 Project Group established. Report timetabled for leaders group 15th November 2006  
6.2 Police report to go to 30 November LSP Board



Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
<b>6.1</b>	<b>Neighbourhood Mgmt</b>															
6.1.1	Agree approach with partners.	HB														Draft repor planned for 30 <sup>t</sup> November LSPBoard meeting. and November Leaders group.
6.1.2	Formally report to LSP Board.	HB														





## Improvement Plan –October update Appendix 2

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
6.1.3	Formally report to Cabinet.	HB														
6.1.4	Feed into budget process.	HB														
6.1.5	Develop implementation plan (possible pilot).	HB														
	Roll out new approach (or possible pilot).	HB														
<b>6.2</b>	<b>PACT</b>															
6.2.1	Report from Police to LSP Board on future funding and administration.	HB														Police unable to produce for September meeting.
<b>6.1</b>	<b>Neighbourhood Mgmt</b>															
6.2.2	Feed results into budget process if required.	HB														Budget bid finalised .
6.2.3	Roll out new approach	HB														
6.2.4	Annual review report of PACT and issues raised to LSP Board and PACT.	HB														



## Improvement Plan –October update Appendix 2

### 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
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.



## Improvement Plan –October update Appendix 2

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



## Improvement Plan –October update Appendix 2

### Progress Update

- 7.1 Service business planning training completed and templates issued.
- 7.2 PDRs for 2006/07 completed and new approach for 2007/08 agreed. Cascade process will start in February with ACEO.
- 7.3 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.
- 7.4 The business case template included in the business plans did not work. A new simpler template has been issued and completed by Heads of Service. Each Head of Service has also identified potential savings.
- 7.5 The number of indicators on the system has been reduced from 250 to 116; however, further work is required to reduce this number to approx. 50 being reported corporately with the rest being managed through DMTs. Preparatory work on this will take place in January with the switch over occurring at the start of the new financial year.
- 7.6 Progress on projects i.e. Longbridge, town centre and affordable housing now happening, with the Theme Groups starting to report from November onwards. It will take several reporting cycles to get this right.
- 7.7 Team Award Scheme launched. Customer First poster agreed and to be launched in December, as part of overhaul of notice boards.
- 7.8 Some mystery shopping is undertaken through the Customer Service Centre, but no bid has been put forward for 2007/08 due to competing budgetary pressures and the need to concentrate on improving customer service.



Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>7.1</b>	<b>Service Business Plans</b>														
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													Drafts written and approved by SMT



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.1.4	Challenge plans	SMT													Key deliverables for 2007/08 will go to Leaders Group in Nov.06
7.1.5	Feed into budget process.	KD													
7.1.6	Publish agreed plans after budget finalised.	HB													
<b>7.2</b>	<b>PDRs</b>														
7.2.1	Check PDRs measured correctly	JP													
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.
<b>7.3</b>	<b>Performance Plus</b>														



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.3.1	Appoint Corporate Policy and Performance Officer.	HB													Two appointments made. Both declined one only 3 weeks before start date One interim recruited second being sought
7.3.2	Corporate Policy and Performance Officer starts.	HB													See above
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													System now mothballed
<b>7.4</b>	<b>Performance Based Budgeting</b>														
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													SMT spent one day going through business plans
<b>7.5</b>	<b>PI Reporting</b>														
7.5.1	Improvement Plan agreed.	HB													Agreed and July progress reported



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.5.2	Measures on template updated for second quarter.	HB													Template overhauled with monthly reporting and cumulative See comment in 7.5 [Progress Update] Further work required on reducing number of indicators reported to Members.
7.5.3	New information collected by officers.	HB													See comment in 7.5 [Progress Update ]
7.5.4	Top 45 and Corporate Health merged and reported formally to Members.	HB													This has already occurred ,but the number of indicators needs to be reduced from See comment in 7.5 [Progress Update ].
<b>7.6</b>	<b>LSP Performance Framework</b>														
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 in draft.



## Improvement Plan –October update Appendix 2

7.7 Performance Culture															
Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
7.7.1	Team Award Scheme agreed by CMT	HB													Live first award made to neighborhood wardens
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.
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.





## Improvement Plan –October update Appendix 2

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.
<b>Progress Update</b> 8.1 A meeting has been arranged with consultants for 12 <sup>th</sup> December to discuss in detail the AAP work. A meeting was held on 4 <sup>th</sup> October with consultants who submitted a detailed brief on their approach to the preparation of an AAP. It is intended that work will commence on issues and options from January 2007. A meeting has been arranged with colleagues from Warwickshire to discuss business improvement districts and whether the development of the approach would meet Bromsgrove's requirements. A visit is planned to Bracknell Forest to discuss their plans for town centre redevelopment and a colleague will visit Didcot in South Oxfordshire to explore the approach they have adopted to town centre redevelopment.					

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
<b>8.1</b>	<b>Town Centre</b>															
8.1.1	Identification of Consultants to support town centre development	PS														CBRE Appointed
8.1.2	Carry out issues and options development	PS/DH/MD														Meeting on 12 <sup>th</sup> dec to set goals and objectives
8.1.3	Consult on issues and options	PS/DH/MD														
8.1.4	Respond to representations	PS/DH/MD														



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
8.1.5	Submit to inspectorate	PS/DH/MD													

### Planning and Environment

<b>9.</b>	<b>Expected Outcome</b>	<b>Re-development of Longbridge Site</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>9.1</b>	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

9.1 The original timetable for the production of this plan has altered significantly due to legal advice received in August. Originally it was intended that no formal issues and options report was to be published we were advised that this should be done, this will put back the schedule for the latter stages of the plan process. The Issues and options report was produced and public consultation ran from the 16<sup>th</sup> of October to the 17<sup>th</sup> November.  
Currently we are in the process of evaluating the public consultation alongside the technical evidence in order to draw up a preferred option for the site.





## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>9.1</b>	<b>Longbridge</b>														
9.1.1	Gather evidence and initial public consultation	PS/DH/MD													Completed.
9.1.2	Public consultation on issues and options	PS/DH/MD													Completed.
9.1.3	Respond to consultation and prepare preferred options	PS/DH/MD													
9.1.4	Publish preferred options document with statutory 6 week public consultation period														
9.1.5	Respond to preferred options consultation	PS/DH/MD													
9.1.6	Submit final document to inspectorate with statutory 6 week public consultation period	PS/DH/MD													
9.1.7	Await date for public examination	PS/DH/MD													



## Improvement Plan –October update Appendix 2

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.
<p><b>Progress Update</b>            Wythall Hostel is now empty, secured and being marketed.            The occupancy of remaining hostels has reduced and the De commissioning Working Group has developed timetable for remodeling. Plans are being developed and Strategic Housing Manager will visit the Housing Corporation on 13/11/06 as a preliminary to a bid for funding for hostel remodelling. Reports proposing additional preventative measures and a Private leasing Scheme went to Exec Cabinet on Nov 1<sup>st</sup> Private Leasing Scheme not approved for reasons of VFM and risks. Recruitment underway for new Homelessness Prevention / Support scheme. Evidence that use of temporary accommodation is currently reducing. Housing Corporation have now approved funding for Extra Care, Broad Street and Stoke Prior schemes. Proposals for Rural Housing schemes in Clent and Alvechurch are developing toward planning approval stage. Planned delivery of additional units of affordable housing during 06/07 is on target to exceed the target of 80 with 89 dwellings on course for delivery by March 06.</p> <p>Presentation on affordable housing progress and scheme delivery made to Scrutiny Steering Board on 31.10.06.            Presentation on affordable housing and scheme delivery will be made to Affordable Housing Advisory Group on 7.11.06            Good practice visits arranged for Portfolio Holder to visit Wychavon DC and Elgar Housing.            Members Affordable Housing Tour of District has been t arranged up for 30<sup>th</sup> November.</p>					



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
10.1.1	Prepared Inspection Action Plan.	AC													Completed
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													
<b>10.2</b>	<b>Affordable Housing</b>														
10.2.1	Work with RSLs to identify sites and development.	AC													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.
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



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
															of WM Regional Housing Pot LA Grant to directly provide additional dwellings.
<b>10.3</b>	<b>Hostel Accommodation</b>														
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
10.4.5	Provide Council with a financial analysis of remodeling of 3 hostels	PS													



## Improvement Plan –October update Appendix 2

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).	Re structure of Development Control	1st October 2006	DH	All Existing
11.2	77% of minor applications determined in eight weeks (BVPI 109b).	Re structure of Development Control	1st October 2006	DH	All Existing
11.3	89% of other applications determined in 8 weeks (BVPI 109c).	Re structure of Development Control	1st October	DH	All Existing
<p><b>Progress Update</b>            The re-structure of Development Control was implemented on 1<sup>st</sup> October 2006. The Area Planning Managers (two posts but three people du to job share) are now responsible for managing all issues to do with Development Control. Roles and responsibilities have been discussed, identified and implemented.            Yearly performance to date is currently standing at :            Major %= 76%(12/17)            Minor %= 67%(128/190)            Other %= 81%(523/647)</p> <p>Our actual end of year targets are as follows            Major = 55% - we are in excess            Minor = 77% - we need to improve            Other = 89% - we again need to improve            The direction of travel is upward and on course for target achievement.            Training programme for Members has been determined and will take place between October and December.</p>					



## Improvement Plan –October update Appendix 2

11.1 Improved Planning Services															
Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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													This action is not happening and will be removed for the November report
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 –October update Appendix 2

<b>Culture and Community</b>					
<b>12.</b>	<b>Expected Outcome</b>	<b>Achieve Suitable Inspection Score for Cultural Services, improve Council's approach to Community Safety, in particular, domestic violence and reporting of racial incidents.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>12.1</b>	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 December 2006 December 2006 Jan 2007 Jan 2007 Jan 2007  Feb 2007	RH	Culture and Community Services Management Team, Assistant Chief Executive and some consultancy support.
<b>12.2</b>	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



## Improvement Plan –October update Appendix 2

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

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 11<sup>th</sup> 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 plan and assist in the use of TAES to produce an improvement plan for C&CS. This has led to a re profiling of the completion dates

The development and implementation of the action plan for domestic violence has been discussed by 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

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.



Ref	Action	Lead													Corrective Actions	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
12.1	<b>Leisure Inspection</b>															
12.1.1	Improvement Planning Group set up with 1 <sup>st</sup> meeting on 4 July	RH														Completed
12.1.2	Contact made with Worcester City re sharing of their Inspection experience on 5 July	RH														Completed



## Improvement Plan –October update Appendix 2

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 <sup>th</sup>
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
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.



## Improvement Plan –October update Appendix 2

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 <sup>st</sup> 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 –October update Appendix 2

### Street Scene and Waste Management

<b>13.</b>	<b>Expected Outcome</b>	<b>Improved Streetscene and improved collections.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
13.1	94% of households are covered by kerbside recycling (BV91a).	<ol style="list-style-type: none"> <li>1. Re-schedule routes.</li> <li>2. Purchase new vehicles or modify existing stillage vehicles.</li> <li>3. Address difficult access and remote locations issues. (Some properties can be serviced using existing equipment.)</li> <li>4. Address provision of service to multi storey dwellings. (Need to discuss container locations with property owners, BDHT)</li> </ol>	<p>End August 2006.</p> <p>Old vehicles have been sold Modifications are being pursued</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>Some 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. This is ongoing</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"> <li>1. Implement new street cleansing regime.</li> <li>2. Purchase of new vehicles</li> <li>3. Employment of staff.</li> <li>4. Ensure inspection regime is carried out on time. July 2007</li> </ol>	<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>Orders have been placed .</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>Some vehicles delivered late October others anticipated early in the new year</p> <p>Modifications to green waste collection is affecting employment Staff being appraised of situation and alternative scenarios being developed</p> <p>Further inspection regime organized for December 2006</p>



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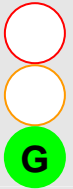
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
3	Maintain existing low level of missed bin collections.	<ol style="list-style-type: none"> <li>1. Means of measuring success. Reduction in actuals to target. Change the reporting process from those that are missed to those that are collected successfully. Currently in excess of 99% success rate. Use targets to manage crews</li> <li>2. Monitor crew performance and report to them. Supervisors will investigate reported missed collections and instruct crews on future rectification actions.</li> <li>3. Recording missed bins on a weekly basis.</li> <li>4. Modify supervisory management structure to generate greater capacity within the team</li> </ol>	<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>Further meeting end October Ongoing discussions to develop this anticipate full proposal at the end at the end of Nov 2006</p>



## Improvement Plan –October update Appendix 2

### Progress Update

Rescheduling of routes [including difficult access] is continuing with dialogue with crews being maintained Modifications to the green waste collections will alter the timescales with full changes to re scheduling anticipated for April 2007 Meetings continue to be held with BDHT to agree schedules for street cleansing an adaptations for the collection of recyclables from multi occupation dwellings. Street cleansing continues to be rolled out with positive feedback from the community on mobile cleaners Awaiting delivery of further vehicles following their order in September Business case for re-structuring discussed with Director and ACEO



Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
<b>13.1</b>	<b>Kerbside Recycling</b>															
13.1.1	Re-schedule routes.	KH														Ongoing
13.1.2	Purchase new vehicles or modify existing vehicles.	JW														Completed
13.1.3	Address difficult access issues.	KH														Completed
13.1.4	Address provision of service to Multi Storey dwellings.	AW														Ongoing
<b>13.2</b>	<b>Detritus</b>															
13.2.1	Implement new street cleansing regime.	MB														Implementation on target
13.2.2	Vehicle purchase.	JW														Programme of purchases on target
13.2.3	Employ staff.	KH														Completed
13.2.4	Inspection regime.	KH														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
<b>13.3</b>	<b>Missed Collections</b>														
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													On going



## Improvement Plan –October update Appendix 2

### E-Government and Customer Services

14.	Expected Outcome	Improved Access to Services Electronically			
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
14.1	New Bromsgrove website launched	<p>Set up Content Assistants group and draft content guidelines</p> <p>Organise training for Content Assistants in the use of the new Content Management System (CMS)</p> <p>Install new CMS</p> <p>Redesign website in line with Worcestershire Hub Partnership's standard web template.</p>	30 September 2006	DP/JG	<p>ICT officer time and Hub resources</p> <p>Departmental Content Assistants time</p> <p>Content Management System software</p>



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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>31<sup>st</sup> October 2006</p> <p>30<sup>th</sup> September 2006</p> <p>31<sup>st</sup> October 2006</p> <p>31<sup>st</sup> December 2007</p> <p>30<sup>th</sup> June 2007</p> <p>31<sup>st</sup> 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.	Introduce a corporate telephone answering protocol  Migration to new ICT infrastructure including the use of Voice over IP (VoIP) telephony  Provide statistics from new VoIP system to support telephony performance monitoring	31 August 2006	DP/JG	ICT staff time  Hub Infrastructure
14.5	Core applications to be available 90% of the time during Council service delivery hours.	Use new ICT infrastructure to implement monitoring  Produce application availability statistics and communicate to wider organisation	31 October 2006	DP/JG	ICT staff time  Monitoring software
<b>Progress Update</b>  14.1 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. The ICT infrastructure migration is on target and a refresh programme is underway The data cleansing element of the Spatial project has started The first phase is on target for completion by Dec. 2006					



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>14.1</b>	<b>Website</b>														
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													Completed
<b>14.2</b>	<b>ICT Access</b>														
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.
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. 25% of the gazetteer has been verified and cleansed so far this element of the project is on target to be completed by 31 <sup>st</sup> December 2007
<b>14.3</b>	<b>E-transactions</b>														
14.3.1	Migration to new ICT infrastructure	DP													On target for completion on 30 <sup>th</sup> November 2006



## Improvement Plan –October update Appendix 2

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													Completed
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 <sup>th</sup> November
<b>14.4</b>	<b>Telephone Infrastructure</b>														
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
<b>14.5</b>	<b>Core Applications 90%</b>														
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 <sup>th</sup> October 2006 30 <sup>th</sup> October 2006  31 <sup>st</sup> January 2007 31 <sup>st</sup> January 2007	DP/HB/JG	Time to visit Walsall MBC to look at their system. ICT staff time Cost of system purchase
15.2	Reduction in number of complaints.	Establish baseline from which to measure trend Develop complaint handling procedure Use new complaints system to provide monitoring data Establish new baseline for continuous improvement	30 November 2006	DP/HB/JG	Staff time





## Improvement Plan –October update Appendix 2

<p><b>Progress Update</b></p> <p>15.1 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.</p> <p>15.2 Customer Feedback policy agreed by CMT and submitted to Cabinet for December meeting .</p>	  
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Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
15.1	<b>Complaints system</b>															
15.1.1	Develop scope to outline system requirements	DP														Scopes for system have been forwarded to the Customer First officer
15.1.2	Compare systems prior to selection	DP														Two system demos have been completed
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 Jan 07 has been set.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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 31 Jan 07 has been set..
<b>15.2</b>	<b>Reduce complaints</b>														
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
15.2.2	Develop complaint handling procedure	DP													A draft procedure is being developed in consultation with staff. To be completed by 30 <sup>th</sup> 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



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
															new baseline. Linked to 15.2.3

### 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

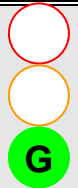


## Improvement Plan –October update Appendix 2

<b>16.3</b>	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 have been completed and a business case has been drafted to secure funding for the project The business case will go forward as part of the business planning process . Due to ICT departmental staffing pressures and the timescales for funding approval, a new completion date of the 31<sup>st</sup> March 2007



Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
<b>16.1</b>	<b>Service Requests</b>															
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 business case has been produced and has gone forward as part of the business planning process.r.
16.1.3	Install software system	DP														System will be installed once a final selection has been made. Dependant upon 16.1.2 Due to ICT departmental staffing pressures and the timescales for funding approval, a new



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
															completion date of the 31 <sup>st</sup> March 2007
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 Due to ICT departmental staffing pressures and the timescales for funding approval, a new completion date of the 31 <sup>st</sup> March 2007 has been agreed
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 Due to ICT departmental staffing pressures and the timescales for funding approval, a new completion date of the 31 <sup>st</sup> March 2007.has been agreed



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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 <sup>st</sup> October 2006) Talks are ongoing with Benefits Services to develop an RLA.
<b>16.2</b>	<b>Calls Answered (80%)</b>														
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
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.
<b>16.3</b>	<b>Calls answered (95%)</b>														
16.3.1	Install large screen to display telephone queue/answering data	DP													Completed



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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 <sup>st</sup> August 2006	DP/JG	Head of E-government time ICT staff time
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



## Improvement Plan –October update Appendix 2

### 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	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>17.1</b>	<b>Calls – 15 seconds</b>														
17.1.1	Introduce telephone answering protocol	DP													Completed
17.1.2	Use phone system to produce statistics to enable performance monitoring	DP													Completed
<b>17.2</b>	<b>Total calls (whole council)</b>														
17.2.1	Introduce corporate telephone answering protocol	DP													Completed
17.2.2	Use phone system to produce statistics to enable performance monitoring	DP													Completed





## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>17.3</b>	<b>Letter answering</b>														
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 28 Feb 07 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 28 Feb 07 has been agreed



## Improvement Plan –October 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
<b>Progress Update</b>					
<p>18.1 The Modern Councilor programme is due to be formally launched at full council in January 2007. However, the programme will begin to address some of the priority areas for Member development in December 2006 in order to show progress in this area. The LGI V/INLOGOV are developing and delivering the programme.</p> <p>18.2 The Top Team Development programme delivered by the IDeA is nearing its completion and will be evaluated in order to measure the value to the Council both in terms of the cost and the actual improvement in strategic management skills and knowledge.</p>					



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>18.1</b>	<b>Improved Relations</b>														
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													Some training needs analysis forms still outstanding and need to be progressed
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 January Full Council
<b>18.2</b>	<b>Improved Strategic Mgmt</b>														
18.2.1	Top Team Development programme														



## Improvement Plan –October update Appendix 2

### Human Resources and Organisational Development

### Suitably Skilled Workforce

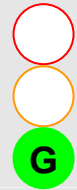
19.	Expected Outcome				
Ref.	Measures of Success	Actions required	Timescales	Lead	Resources
19.1	Improved knowledge and competence of staff. <ul style="list-style-type: none"> <li>• Programme on target for completion by 31 Mar. 08.</li> <li>• Percentage take up by staff</li> </ul>	Middle Management 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 –October 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
<b>19.1</b>	<b>Competence</b>														
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													Completed
19.1.5	Develop succession planning policy	JP													Re-programmed due to capacity issues.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>19.2</b>	<b>IIP</b>														
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													
<b>19.3</b>	<b>Capacity</b>														
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 to create capacity for managers date moved to April 07
19.3	Develop and implement capability policy	JP/LS													Complete subject to training Training in December 06
19.3.4	launch and training capability policy –														Training to take place in Dec 06



## Improvement Plan –October 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"> <li>Third quartile to top quartile</li> </ul>	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.
<b>Progress Update</b> 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 –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>20.1</b>	<b>Sickness</b>														
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													Complete subject to extended process of consultation at the request of the union due to their internal capacity issues
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 an delivery.





## Improvement Plan –October update Appendix 2

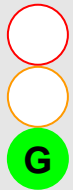
<b>Financial Services</b>					
<b>21.</b>	<b>Expected Outcome</b>	<b>Improved Financial Management and an Improved Benefits Service.</b>			
<b>Ref.</b>	<b>Measures of Success</b>	<b>Actions required</b>	<b>Timescales</b>	<b>Lead</b>	<b>Resources</b>
<b>21.1</b>	Overall score of 2 on Use of Resources including 2 for VFM.	Development and implementation of action plan.	July 06- June 07	JP/HSC/NS	Value for money support from external team
<b>21.2</b>	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
<b>21.3</b>	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
<b>21.4</b>	Reduction in days taken for processing changes in claimant's circumstances (BV78b).	To improve the 2005/06 PI from 3 <sup>rd</sup> Quartile to top quartile	June 2007	JP/AB + new R&B Service Manager	Interim R&B service Manager



## Improvement Plan –October update Appendix 2

### Progress Update

- 21.1 VFM self-assessment submitted to KPMG within deadline – awaiting review and further discussion with KPMG  
VFM training arranged with officers to build awareness within Council at all levels. Initial presentation to Cabinet. Draft strategy being written for consideration by CMT. VFM template produced for inclusion in service Business Plans. Preparation of the September integrated finance and performance report being undertaken. VFM/ UOR advisory group established to include officers and members. As part of the assessment for Use of Resources meetings have been arranged in November with KPMG for them to start gathering the evidence / demonstration of the Councils delivery of the Use of Resources recommendations. The timescale for the UOR scoring being reported to the Council is mid February 2007.
- 21.2 Work is ongoing towards the achievement of DWP performance standard level 3. Workflow now implemented within benefits with evidence of improved performance. due October . Continuing work with WCC, DWP and pensions service on third age project
- 21.3 The performance for October is 21.99 days which is well above top quartile. Year to date is 31.4 which is within the target set
- 21.4 The performance for October is 8.76 days which is within top quartile. Year to date is 10.4 days which is within the target set



Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1	<b>Use of Resources</b>														
21.1.1	<b>KLOE 1 Financial Reporting</b> Statement of Accounts for 2005/06 to be presented to Cabinet and Council before 30 <sup>th</sup> June 2006	JP													Completed.
21.1.2	<b>KLOE 1 Financial Reporting</b> High level review by ASM and HOF	JP													Completed..
21.1.3	<b>KLOE Financial Reporting</b> Working papers to be prepared inline with Client list supplied by KPMG and to be ready for start of audit o 21.Aug 06														Opinion received unqualified 30 Sept



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.4	<b>KLOE 1 Financial Reporting</b> Detailed closedown timetable prepared and monitored through process.	JP													
21.1.5	<b>KLOE 1 Financial Reporting</b> Covering report to SOA to highlight issues.	JP													Completed.
21.1.6	<b>KLOE 1 Financial Reporting</b> SOA on Website	JP													Completed.
21.1.7	<b>KLOE 1 Financial Reporting</b> 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	<b>Kloe 2 Financial Management</b> Continued preparation of 3 year Medium Term Financial Plan in line with corporate objectives. Detail reports to cabinet including draft Budget Book linking Council objectives and PI's As part of service review, sensitivity analyses of income streams and	JP													Work started with CMT/SMT & Portfolio Holders to review the medium term plan and to identify pressures and savings for the plan period 200/2008 and 2009/2010.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
	assessments of likely future income.														
21.1.9	<b>Kloe 2 Financial Management</b> Develop cash flow forecasts	JP													Daily cash flow forecasts are produced ,a more comprehensive forecast will be produced as part of the review of the medium term ..financial plan in Oct-Feb 07.
21.1.10	<b>Kloe 2 Financial Management</b> 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 being produced for November meeting
21.1.11	<b>Kloe 2 Financial Management</b> Annual Report to Cabinet (under capital strategy the Capital Asset Project Group has responsibility for asset management) covering <ul style="list-style-type: none"> <li>• all land and building held Rolling programme of survey and valuation for maintenance, SOA purposes and</li> </ul>	JP													Internal audit have reviewed as part of the audit plan the asset management of the Council IRecommendations have been identified for focus with the asset team .



## Improvement Plan –October update Appendix 2

Ref	Action	Lead													Corrective Action
			Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	
	<ul style="list-style-type: none"> <li>legislation e.g. DDA</li> <li>• Identification of surplus assets</li> <li>• Assets held to service delivery (also link to service reviews)</li> <li>• Condition of assets including estimation of useful life and backlog maintenance</li> </ul>														
21.1.12	<b>Kloe 3 Financial Standing</b> Minimum level of working balances and expected use of reserves and balances included within budget report	JP													Work commenced with CMT/SMT & Portfolio holders to review the medium term plan and to identify pressures and savings for the period 2007/08 2009/10 This will be included in the use of balances and reserves..
21.1.13	<b>Kloe 3 Financial Standing</b> Reserves and Balances to be included within quarterly Monitoring reports to PMB.	JP													PMB reviewed integrated performance and financial report ofr Nov. meeting This will include reserves and Balances .
21.1.14	<b>Kloe 3 Financial Standing</b> Council tax and NNDR	JP													Monthly monitoring reports sent to budget holders



## Improvement Plan –October update Appendix 2

Ref	Action	Lead													Corrective Action	
			Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.		
	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.															contain info on sundry debt.
21.1.15	<b>KLOE 4 Internal Control</b> Completion of Corporate and operational risk registers and report to Audit Board	JP														Risk registers complete to November 06 Audit Board.
21.1.16	<b>KLOE 4 Internal Control</b> Audit Board charged with responsibility of promoting internal controls.	JP														Internal control framework reported to Audit Board .
21.1.17	<b>KLOE 4 Internal Control</b> 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 and presentation to CMT.
21.1.18	<b>KLOE 4 Internal Control</b> HoS to be carry out their view of the operations of internal controls within their area and provide assurance to S151 officer.	JP														



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.19	<b>KLOE 4 Internal Control</b> 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.
21.1.20	<b>KLOE Value For Money</b> Quarterly reports to PMB to link costs to performance and to identify potential overspend with actual plans to address	JP													PMB integrated report November meeting to identify how action plans have addressed financial concerns .
21.1.21	<b>KLOE Value For Money</b> Develop VFM Strategy	JP													Assessment submitted to KPMG for review Strategy in draft VFM advisory group established including officers and members
21.1.22	<b>KLOE Value For Money</b> 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.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
21.1.23	<b>KLOE Value For Money</b> Budget preparation links resources to corporate and business plans	JP													Work commenced with CMT/SMT & Portfolio Holders to review the medium term plan and to identify pressures and savings for the plan period 2007/2008 –2009-2010 This includes the link of additional funds to priorities and the savings that might be identified from none priority areas.
<b>21.2</b>	<b>DWP Performance Standard</b>														
	<b>PERFORMANCE MEASURES</b>														
21.2.1	<b>CLAIMS ADMINISTRATION</b>  New Claims over 50 days (PM2) – range 16%-9% -	AB/HL													October actual 7% above target set. This demonstrates the success of the implementation of the workflow project.
21.2.2	<b>Percentage of new claims decided within 14 days of receiving information (PM3) – 83%-90%</b> -Implement new procedures for claims with team. Including more proactive communication with	AB/HL													October actual 89% within target set This demonstrates the success of implementing the work flow project





## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
	customers and external agencies														
21.2.3	-Benefits Support (Training) Officer to be recruited to coordinate plan across the section	AB/HL													This post has not been filled due to lack of suitable applicants Managers have proposed a change of the structure with the aim of recruiting to the post . This post will be advertised subject to the decision on shared services.
21.2.4	<b>Percentage of rent allowances claims paid on time or within 7 days of decision being made PM4 – 83%-90%</b> Review criteria of cheque runs twice weekly	AB/HL													October target 89% within set target.
21.2.5	<b>Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%</b> 25% of claims processed to be checked by management	AB/HL													Accuracy as reported by the DWP at 95.2% for July –Sept which is a 3% increase on April –June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept – Dec.



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	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													That actual figure for Oct to date is 59.87% which although an improvement on the September figure but below the locally set target of 79% Figure to be reviewed by the manager against local target to give assurance that this is a realistic achievement for BDC A Revised figure to the target will be reported I the Nov update with a justification of the figure.
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													The actual for October to date is 20.68% an improvement on September but below locally set target of 55% This will be reviewed to ensure that the local atrget ids realistic and achievable for BDC A revision to the target will be reported in the Nov update with a justification if required .



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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 October 2.13%
21.2.10	<b>SECURITY:</b> <b>PM10 Number of interventions for which review action has commenced since April 1<sup>st</sup>. 91%-100%</b> Team fully staffed to meet targets as set	MW													The actual of 1146 interventions is below the target of 1319 steps are in place to ensure the DWP target for 06/07 is met Some home visits had not been closed down correctly on Academy this has now been addressed and we anticipate an improvement in the second half figures for 06
21.2.11	<b>PM 11%</b> of data matches resolved within two months of 86%-90%														Currently below the DWP standard 3 but above locally set target of 75%. Work ongoing within the team to continually improve the data matching with the aim to meet DWP



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
															standard in 2007/08
21.2.12	<b>Number of claimant visited</b> <b>PM12 91%-100%</b> Team fully staffed to meet targets as set	MW													Actual visits 596 against a target of 532
21.2.13	<b>PM16 Number of successful sanctions per 1000 caseload 2.9-4.2</b> Team fully staffed to meet targets as set	MW													Actual sanctions 4.68 which is above the DWP standard three
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 referrals at 36.80 per '000' which exceeds the target of 19 per '000'
21.2.15	PM14 no of 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													The team has started 147 investigations and completed 161 which is within target.
21.2.17	USER FOCUS PM17 % of applications for reconsideration or revision actioned and notified within 4 weeks	AB/HL													Actual to October 100% with the year to date at 58% slightly under the target set it is



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
	60%-65% Temp employed to clear backlog of submissions to the tribunal service team now fully staffed we have ability to address within target														anticipated that the increase will be sustained during the next month..
21.2.18	<b>PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65%</b> Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target	AB/HL													The are 10 outstanding appeal submissions As the team is now fully staffed and have implemented workflow . The appeals officer can now focus on the overpayments and the appeal submissions
21.2.19	<b>PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%</b> Team now fully staffed to address the 10 outstanding appeal submissions Target to be achieved by Dec 06	AB/HL													There are 10 appeals submissions As the team is now fully staffed and have implemented workflow the appeals officer can now focus on the overpayments and the appeals submissions.
	<b>ENABLERS</b>														
21.2.20	<b>CLAIMS PROCESSING</b> E9 Quality Checks	AB/HL													September performance at top standard



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
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	<b>USER FOCUS</b> E38-E39 Benefit Take Up E49 Complaints														Welfare officer appointed to support the completion of claims in customers homes and supporting the Third Age project in the County Council is adopting Customer Charter to monitor complaints.
21.2.24	<b>Resource Management</b> E55/56 providing for a skilled and competent workforce E57/58 Value for money E59/60 ICT systems														Staff undertake performance development reviews to identify training needs. Corporate Training plan in place to fund / resource financial implications. VFM strategy in draft to be included in all Service Plans for the future. ICT systems in place as part of the Councils infrastructure project



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
<b>21.3</b>	<b>New Benefits Claims</b>														
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 Oct 31.4 days achieved performance standard 3.
21.3.2	Allocate specific staff members to new claims	AB/HL													Complete.
21.3.3	Benefit form to have signed declaration so we can contact employer for information directly	AB/HL													Complete.
21.3.4	hone calls to employers to obtain pay details	AB/HL													Complete
21.3.5	Procedure for dealing with claimants whereby no earnings certificate has been provided	AB/HL													Complete
21.3.6	Reports required off Iclipse on a weekly basis - to be discussed in Management meetings weekly	AB/HL													Complete
21.3.7	Target dates required for document types in Iclipse	AB/HL													
21.3.8	Implement workflow for new claims	AB/HL													
<b>21.4</b>	<b>Change of Circumstance</b>														
21.4.1	New procedural guidelines to be produced detailing	AB/HL													Performance actual to Sept at 10.66 days



## Improvement Plan –October update Appendix 2

Ref	Action	Lead	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Corrective Action
	timescales. This includes more proactive communication with customers and external agencies														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													Implemented.



**BROMSGROVE DISTRICT COUNCIL**

**PERFORMANCE MANAGEMENT BOARD**

**15<sup>TH</sup> DECEMBER 2006**

**COMMUNITY PLAN ANNUAL REPORT 2005/06**

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

**1. SUMMARY**

- 1.1 To present the first draft of the Community Plan Annual Report 2005/06 to the Performance Management Board.

**2. RECOMMENDATION**

- 2.1 Performance Management Board members are requested to:
1. consider the first draft of the Community Plan Annual Report;
  2. offer comments/feedback which can then be added to the final draft, which will then be circulated to Members and partners.

**3. BACKGROUND**

- 3.1 Local Strategic Partnerships are an important part of the Government's modernisation agenda, acting as a mechanism for reconnecting public service providers to local communities. Active support towards the Bromsgrove Partnership and its role supports the Government's explicit aims to enable more people to become involved in the development of priorities for local services.

- 3.2 No formal annual report has been written for the Community Plan in the past; however, due to the Government agenda as discussed in paragraph 3.1 above, it is appropriate that such a document be produced in order to monitor progress and discuss the future direction and activity of the Local Strategic Partnership.

**4. FINANCIAL IMPLICATIONS**

- 4.1 None.

**5. LEGAL IMPLICATIONS**

- 5.1 None.

**6. CORPORATE OBJECTIVES**

- 6.1 The document is relevant to all four of the Council's objectives:
- Regeneration
  - Environment
  - Sense of Community and Well Being
  - Improvement

**7.1 RISK MANAGEMENT**

7.1 Not applicable.

**8 CUSTOMER IMPLICATIONS**

8.1 It is important that all partners and external customers are kept up to date with the activity of the Local Strategic Partnership (LSP). The recently published White Paper discusses LSPs becoming the 'partnership of partnerships' with a much enhanced role, and as such the LSP will have an ever strengthening role to play in the District through the Community Plan and the Local Area Agreement.

**9. OTHER IMPLICATIONS**

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues – None.
Personnel Issues – None.
Governance/Performance Management – The document forms part of the performance management framework for the LSP.
Community Safety including Section 17 of Crime & Disorder Act 1988 –None.
Policy – None.
Environmental – None.
Equalities and Diversity – None.

**10. OTHERS CONSULTED ON THE REPORT**

Please include the following table and indicate 'Yes' or 'No' as appropriate. Delete the words in italics.

Portfolio Holder (Deputy in attendance at LSP Board on behalf of Leader)	Yes
Acting Chief Executive (At LSP Board)	Yes
Corporate Director (Services) (At LSP Board)	Yes
Assistant Chief Executive(At LSP Board)	Yes
Head of Service ( <i>i.e. your own Hos</i> )	Yes
Head of Legal & Democratic Services ( <i>for approval of any significant legal implications</i> )	No
Head of Financial Services ( <i>must approve Financial Implications before report submitted to Leader's Group</i> )	No
Head of Organisational Development & HR ( <i>for approval of any significant HR implications</i> )	No
Corporate Procurement Team ( <i>for approval of any procurement implications</i> )	No

**11. APPENDICES**

Please list the appendices attached to the report as shown in the example below.

Appendix 1 Draft Community Plan Annual Report 2005/06

**12. BACKGROUND PAPERS**

No further papers.

**Contact officer**

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Tel: (01527) 881412

(revised Sept 06)

**Bromsgrove**  
**Community Plan**  
**ANNUAL REPORT**  
**2005/06**

FIRST DRAFT

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# 1. Foreword

Welcome to the first Annual Report of the Bromsgrove Partnership Community Plan for 2005/06.

There is currently a period of change ongoing at central and local government level, and Local Strategic Partnerships are part of that change.

The Partnership held an awayday during the year in order to review and refresh its arrangements to make it 'fit for purpose' to deliver priorities identified by our residents, which require partnership working in order to deliver them, e.g. complex issues like affordable housing, the town centre and Longbridge. We also needed to make the Board 'fit for purpose' to deliver the District's contribution to the Local Area Agreement (LAA) and heed Government direction about the future of LSPs and neighbourhood management.

It was agreed at the awayday that membership of the Board would be reduced to 9 to enable a more strategic focus, supported by a project and performance management framework. The new membership consists of; the Council, Bromsgrove District Housing Trust, the Primary Care Trust, the County Council, County Association of Local Councils (CALC), NEW College, West Mercia Police, Voluntary & Community Sector and Private Sector. The new structure is set out in Table 1.

The Board also agreed to work becoming more project based, working on the following locally identified priorities:

- Longbridge Regeneration;
- Town Centre Regeneration;
- Affordable Housing/Inclusive Living; and
- Delivering the outcomes of the Local Area Agreement.

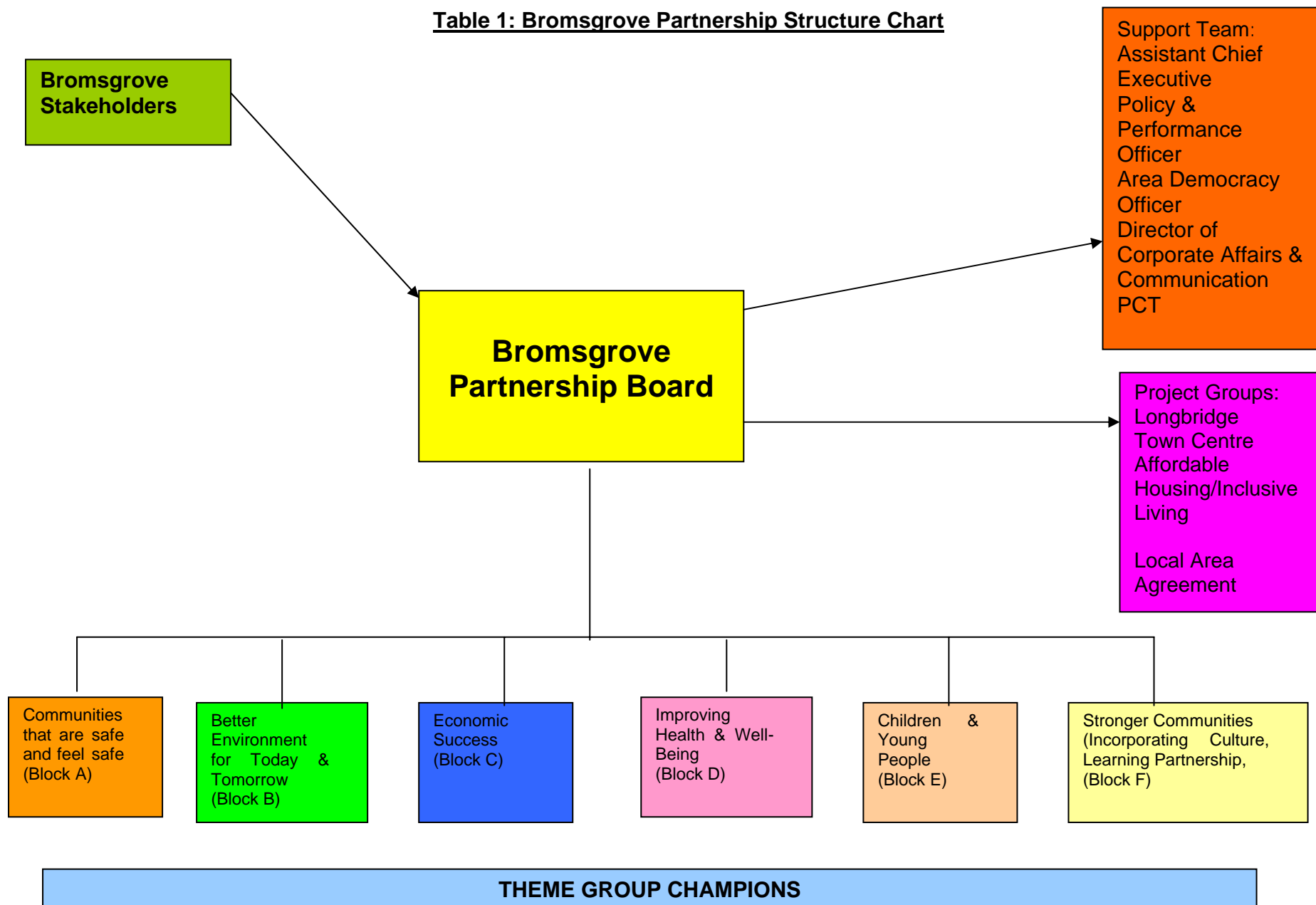
The Theme Groups of the Board have continued to meet, and their progress is reported in the main body of the report.

As our contribution to the LAA develops and work on the priority projects gets underway, the partners will continue to work together and hopefully the Bromsgrove Partnership will make a difference to the lives of the people of the District.

**Mark Weaver, Chair**

**Councillor Roger Hollingworth,  
Leader of Bromsgrove District  
Council**

**Table 1: Bromsgrove Partnership Structure Chart**



## 2. About the District

Bromsgrove District covers an area of approximately 83.8 square miles and lies to the south of the West Midlands conurbation bounded by Birmingham, Dudley, Solihull, Redditch, Wyre Forest and the largely rural districts of Wychavon and Stratford-upon-Avon. Four radial routes pass through the District, each served by railway lines and major roads including the M5 running north and south, the M42 and M40 to the east with further links to the M6 north. A map of the District is set out on page 7.

Whilst it is only 14 miles from central Birmingham, the Clent and Lickey hills provide an important dividing line between the industrial Midlands and the rural landscape of North Worcestershire. The area is visibly dominated by agriculture, whilst supporting a varied economy based on a range of small and medium sized businesses.

Our residents tend to commute to Birmingham and the Black Country for their employment and the town has become a major commuting centre:-

<b>Travel to work IN</b>	<b>Travel to work OUT</b>	<b>Net gain/loss</b>
<b>16,643</b>	<b>26,112</b>	<b>-9,469</b>

Bromsgrove District has a resident population of 90,700 [figures from the mid-year population estimates], which is fairly balanced between men and women on a 49:51 ratio. Bromsgrove Town has a population of 27,633.

The average age of residents is 40.7 years. 22.8% are over 60 years and 23.7% are under 20.

The population of the county is made up of 24.1% aged between 0-19, 54.1% aged between 20 and 59, and 21.7% who are 60 years of age or above.

Over the period 2003-2004, population change was greatest in Bromsgrove, Malvern Hills and Wychavon (+0.8 per cent). There has been a significant increase in its population and a corresponding pressure on the predominant Green Belt.

The majority of the population are white Caucasian (97.8%) compared to 90.9% of England.

Bromsgrove is the lowest ranking and least deprived district in Worcestershire with respect to overall deprivation and ranks in the bottom fifth of most deprived local authorities across England. The most deprived in the District is the northern part of Sidemoor, and is ranked 8558th out of the 32,482 nationally.

There are 35,000 households in the District. Over 25% have households which contain only one older person. An estimated 6,964 households in the District have one or more members in an identified special needs group. This is 19.1%



of all households in the District, well above the national average. Of these, 56.7% have a physical disability and 37% are frail elderly.

The economic picture of the District is generally positive. The average income per household was £30,100 in 2002 and £34,700 in 2003 which represents a 15.3% increase, the highest in Worcestershire. The District also has the highest economic activity rate in the county (83.7%), compared to 80.7% for the county. This level of activity partly reflects the population structure, as the District has a higher percentage of its population in the 35 – 49 age bracket.

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

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

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

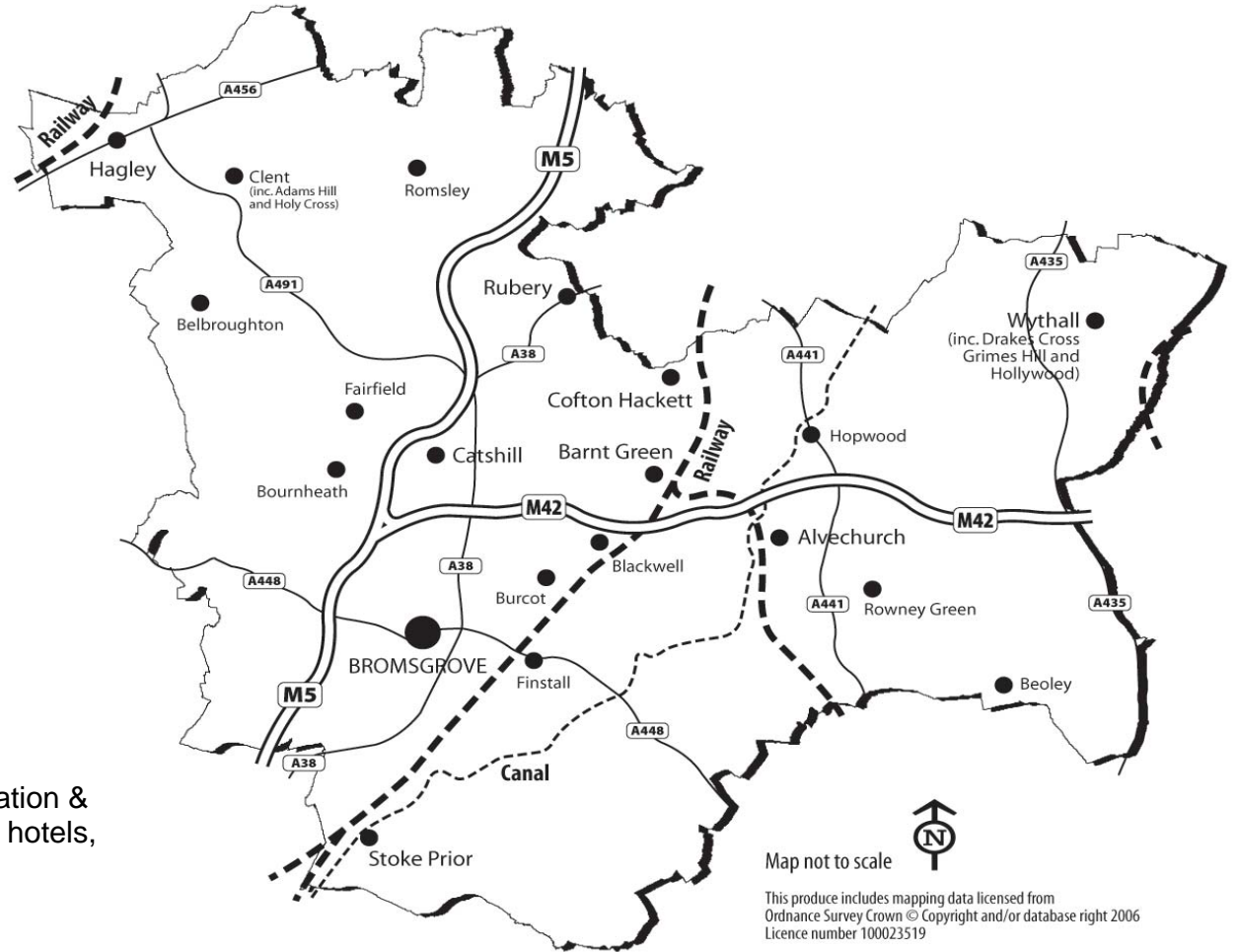
House prices are rising faster than the national average. The average house price is £219,949. Only 4,050 households are in receipt of housing or council tax benefits, one of the lowest figures in Worcestershire. Compared with the average, the District has considerably fewer houses in the A and B tax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

Overall, the District is one of the least deprived nationally. The District ranks 293 out of 354 councils on the national index of multiple deprivation (where 1 is the most deprived). Sidemoor is the most deprived area of the District.

Generally, the District's population is healthier than the regional average; however, the message remains the same: don't smoke, drink in moderation, maintain a healthy weight and take exercise. Young people (18-24) have a high-risk status. They are most likely to do all of the above, including binge drinking.

## Bromsgrove District

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



### 3. What are Local Strategic Partnerships? (LSPs)

Initial guidance on the establishment of Local Strategic Partnerships (LSPs) was issued by the Government in 2001, and in the intervening period, LSPs have been established in the vast majority of English local authority areas. They bring together public, private, voluntary and community interests to pursue a common set of tasks.

**LOCAL** - The Government does not specify what it means by "local", but wants partnerships to be large enough to operate on a strategic level and make decisions, but small enough to be able to link with local neighbourhoods.

**STRATEGIC** – LSPs have a role in thinking long-term about the problems and issues in an area. In partnership with local people they consider priorities and objectives and then line up resources to meet those objectives.

**PARTNERSHIP** - LSPs bring together local authorities - members and officers - the business sector, the voluntary sector, service providers outside local authorities (health, police, housing associations, etc) and local communities into a partnership that can address the long-term needs of a defined geographical area.

Local Strategic Partnerships focus on developing effective partnership structures and mechanisms to engage the community and voluntary sectors. The LSP has a co-ordination role and manages the delivery of strategies and actions by its partners. By working together it is more likely that each organisation/group involved in the Partnership can fulfil its own aspirations for the benefit of everyone.

### The Bromsgrove Partnership

The Bromsgrove Partnership therefore is a single body that:

- brings together at a local level the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together;
- is a non-statutory, non-executive organisation. (It does not replace the existing decision-making mechanisms of each constituent body);
- operates at a level which enables strategic decisions to be taken and is close enough to individual neighbourhoods to allow actions to be determined at community level.

## 4. What is the Community Plan?

The Local Government Act 2000 required all authorities to prepare a Community Plan and Bromsgrove District Council completed this task in 2003.

The Community Plan is a ten-year strategy concerned with addressing issues important to residents, the business community and visitors to Bromsgrove District. It focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The Plan is a developmental document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the Plan and it will be updated at least annually.

The Plan provides an overall vision based on issues identified through previous consultation, government directives and the recent Community Plan postal and telephone surveys, focus groups and conference. The aims and objectives of the Community Plan are to provide a co-ordinated approach to improving the quality of life for everyone in the District.

All of the theme groups within the LSP have contributed to updating the Community Plan in order to inform the community of the continuing work being undertaken.

In December 2004 the Partnership held a very successful review day at the Avoncroft Museum. The event was designed to consolidate our success and put into place the strategies required to move the Partnership onto the next phase.

The day was broken into both information giving and workshop sessions that provided opportunities for guests to hear an update on the progress of theme groups to date and presentations from speakers on the strategic topics whose issues form the core of the Partnerships.

As a result of this day the Partnership agreed a revised set of priorities that would enable the theme groups to develop an action plan for future delivery.

This report highlights our successes and the progress that has been made towards the achievement of the targets laid out within the original plan during 2005/06 for the identified priorities under the following headings:

- Consider your Environment
- Develop & Prosper
- Feel Safe
- Health & Social Well-Being
- Learn & Grow



## 5. Achievements 2005/06

### CONSIDER YOUR ENVIRONMENT

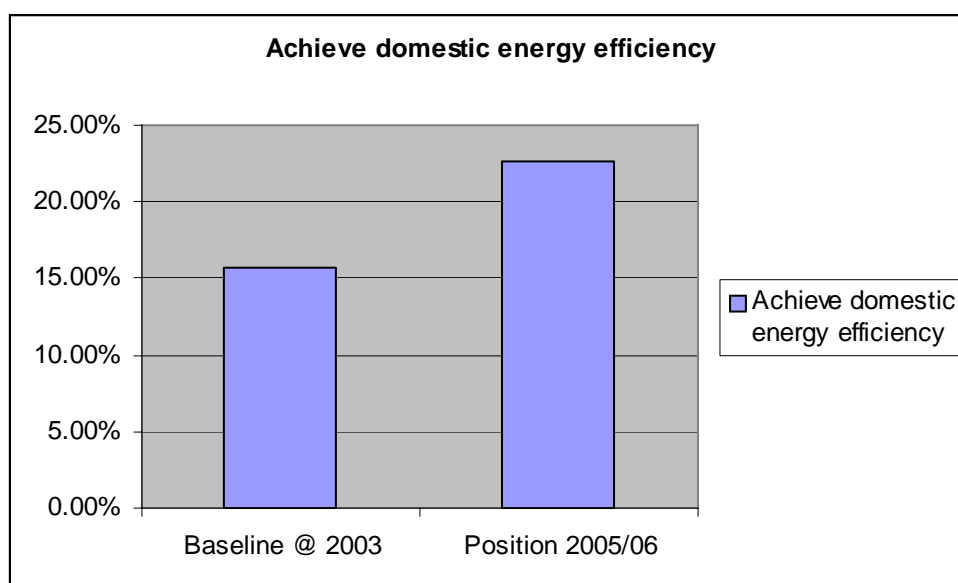
#### Conservation, Biodiversity, Countryside and Sustainability

The vision we share is that we can live and work in a clean and unpolluted District, where our countryside and heritage is protected and maintained in good condition for everyone to enjoy, and where there is high quality but affordable public transport.

#### What we have achieved

##### Domestic energy efficiency

- As can be seen from the graph, the position at the end of 2005/06 for overall energy efficiency improvement identified was 22.68%. The rate of improvement is currently projected to meet the long-term target of 30% by 2011; however, it is reasonable to assume that the annual improvement will reduce over time and become more difficult to achieve and therefore the current level of activity will need to be increased.



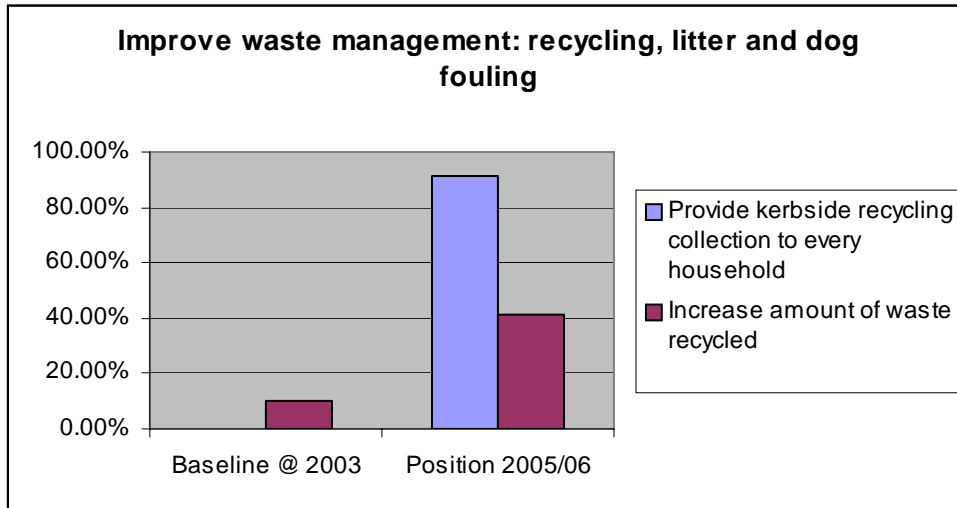
##### Improve waste management including recycling, litter and dog fouling

Provide kerbside collection to every household

- The 91% figure achieved during the year will increase with the introduction of the new smaller refuse vehicles. This figure also includes garden waste recycling. It is suggested that the 100% figure should be revised to 97% by 2006. 100% is unachievable due to access problems/high rise residents etc.

## Increase the amount of waste recycled

- The position at the end of 2005/06 was 41%, 23% higher than the long-term target of 18% that was originally set. Please note that this figure includes garden waste recycling.



## What we did not achieve

### Increase the use of sustainable transport

#### School travel plans

- Corporate reorganisation has led to a redefinition of the Council's priorities, Several items under the Local Agenda 21 project were replaced by other targets and objectives in line with the Council's recovery and therefore no progress has been made in this area due to the Travel Plan being shelved.
- Due to the reasons stated above, the BDC Travel Plan was shelved during 2005/06, although schools may be progressing with this themselves. It may be possible to keep track of this through eco school work.

New major employers, retail or leisure developments to incorporate travel plan as part of the planning application

- No progress in this area due to the reasons cited above.

#### Increase walking and cycling to work

- As above.

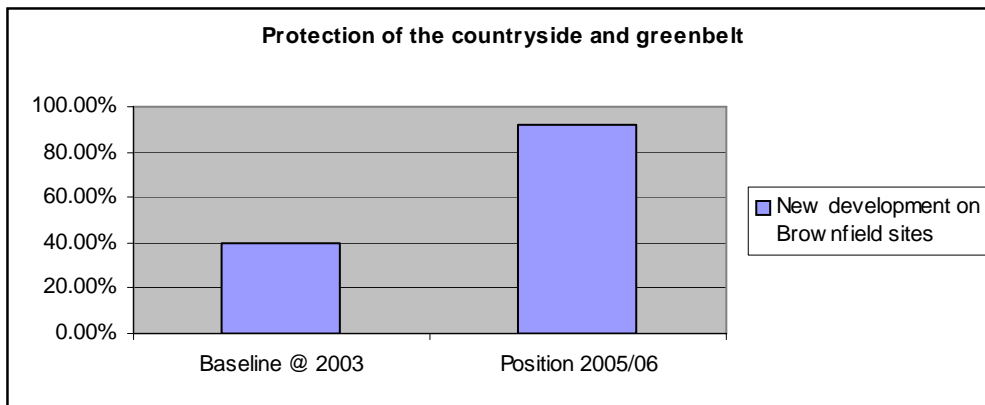
### Protection of the countryside and greenbelt

#### New development on Brownfield sites

- The targets were set at 75% by 2004 and 40% by 2011. The position for 2005/06 was 92%. The level of brownfield development in the District is currently very high. This is due to the housing moratorium which prevents any

substantial new residential development. The levels of brownfield development is likely to drop over the next few years. As the existing permissions are developed, the percentage of these on greenfield sites becomes artificially higher as no new permissions will be granted on brownfield sites.

The District currently only has a limited amount of developable brownfield sites, meaning that by 2011 it likely that greenfield sites will need to be released in order to meet the growing housing needs of the District, thus increasing the level of greenfield development.



### Improve access to the countryside and open spaces

Investigate designation of 1 local nature reserve

- No progress due to lack of resources.

### Implement water vole conservation strategy developed in 2003

- No progress due to lack of resources.



## **DEVELOP & PROSPER**

### **Business, Planning, Housing and Transport Issues**

Our vision .... A productive balance between the development we need, the heritage we hold and the environment we love.

The best employment or business opportunities for all. Good roads and transport to reach them, and a comfortable home to return to.

#### **What we have achieved**

##### **Provision of a Blue Print for Bromsgrove**

Produce a new land use plan for the area

- Completed. Land use plan adopted in January 2004.

Undertake a study of the role of Bromsgrove town centre

- First phase completed June/July 2005. Redevelopment work to be revitalised during 2006/07.

Introduce Local Development Framework (LDF) compatible with residents' views and the planning system.

(The LDF sets policies for meeting the community's economic, environmental and social aims for the future, where this affects the development and use of land. The intention of the LDF is to promote a proactive approach to managing development and streamline the local planning system. Unlike the Local Plan that is a single document, the LDF will comprise a suite of documents, allowing individual sections to be reviewed without having to revise the policies in their entirety).

- Completed in December 2004, ahead of the Government target date of April 2005. The LDF will eventually comprise a series of component policies which can be modernised as priorities for the District change. In particular, they will encompass the developments in the town centre and at Longbridge.

##### **Provision of Housing for all**

Complete Housing Needs study to meet the demand for more affordable housing

- The Housing Needs Survey was completed in Spring 2005 and the results were fed into the development of the Council's Housing Strategy 2006-2011, which was rated 'fit for purpose' by the Audit Commission. The target for the new strategy is to provide 400 additional units of affordable housing over the 5-year life of the strategy. (80 per annum).

This initial study is now being evaluated. In future, it will be updated annually via a Joint Market Assessment covering all Worcestershire and some Warwickshire districts. This will make up the South Housing Market Area sub-

region. A Housing Needs study needs to be completed in order to meet the demand for more affordable housing.

## Businesses

Promote Bromsgrove as a business location

- The last 12 months have seen good progress on Bromsgrove Technology Park and this partnership with Advantage West Midlands is probably the most productive one for BDC in terms of tangible outcomes. The main roads and infrastructure are in place and the first client – Basepoint plc – has a building well under construction, which will open in February 2007. The Basepoint operation is a Technology Centre with 'incubator units to grow new businesses. Proposals from 3 other developers are currently being considered.

Advertisements for Bromsgrove have continued to attract enquiries for other locations although total enquiries have declined over the last 2 years as the other business sites have filled up. The Industrial and Commercial Property Guide is produced quarterly and aims to capture all commercial property available in the District.

Support small business starts with training and grants

- We continue to support small business starts with training and grants. The Business Start-up Programme is another example of a successful and sustainable partnership (with NEW College) now in its sixth year.

The target of 35 for the year was exceeded and grants were allocated to 40 small businesses. This is a very popular programme and it is intended to continue it as a priority within the economic development strategy. Three of our earlier applicants are now trading at over £1million turnover.

Support small business starts with training and grants

- The target for the year was 25, but grants were allocated to 40 small businesses. This is a very popular programme and it is intended to continue it as a priority within the economic development strategy.

## Rural Communities

Support farming and local rural industries by holding monthly farmers' markets

- Monthly markets held and continue to be popular and well attended, offering a good selection of quality local produce. It was reported by the *Observer* Food Supplement as one of the top 3 farmers' markets in the Midlands and was runner-up in a competition run by the *Birmingham Post*.

### Develop tourism and business tourism

Following market research and a comprehensive review, tourism is now being organised as part of the countywide Destination Marketing Partnership. This is currently recruiting a new Board and will be fully operational in April 2007.

### **What we did not achieve**

#### Rural Communities

There were no applications for rural diversification grants in 2005/06 and it has not been actively promoted because of budget constraints. One potential interested applicant has been identified for 2006/07 and it is intended that two will be supported during the year.

#### Improve public transport

As with Tourism, this is being handled by a County wide partnership. The 'Accessibility Partnership' is in the process of utilising new software provided by the Department for Transport which will help to identify gaps at local and county level. The main objective is to provide links to employment, hospitals / GPs, education and retail outlets. Some progress has been made in linking services from town centres to hospitals and the establishment of the Kidderminster to Worcester bus service.

**FEEL SAFE**  
**Community Safety, Crime and Disorder Issues**

**Vision**

Our aim is to reduce crime, disorder and their social implications and economic costs in the Bromsgrove District. To improve the quality of life and working here, in particular for those in the most vulnerable and disadvantaged areas.

The original figures quoted when the Community Plan was first published were based on research which was not as sophisticated as the information that is now available through the Government's iQuanta performance management tool.

What we now have, as part of a 2005 – 2008 strategy, is an agreed comparative crime reduction figure which is monitored monthly by iQuanta.

We have used the new reporting system to establish a baseline from 2004/05 to generate an overall reduction target (agreed by Government Office West Midlands) to reduce comparator crimes\* by 2007/08 to 17.5%. (\*Comparator crimes are those most likely to be experienced by UK residents).

The original outcomes published in the Community Plan are therefore no longer relevant and have been replaced with the following:

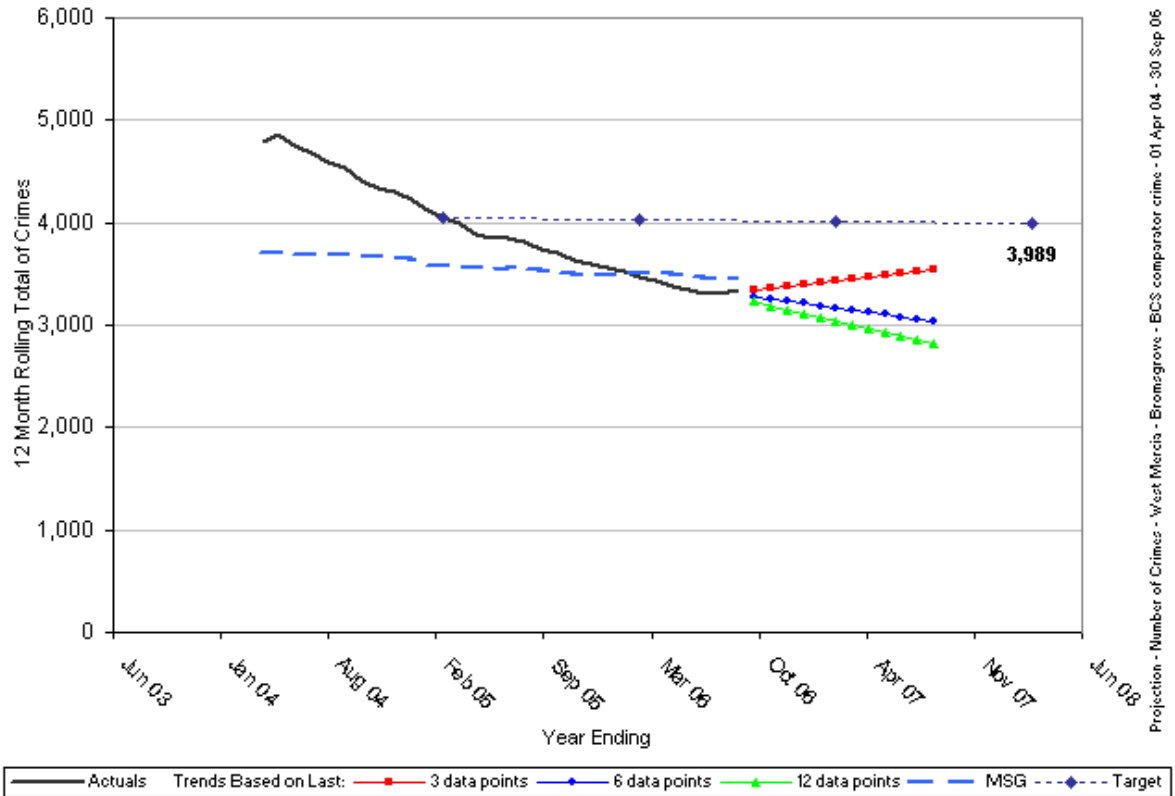
**Number of crimes by category**

	Baseline – Number of crimes 2003/04	Target – Number of crimes 2007/08	Number of crimes Apr to Sep 05	Number of crimes Apr to Sep 06	Projected number of crimes 2006/07*	Projection- % Reduction in number of crimes 2003/04-2005/06	Rank in family group (out of 15, low is good)
<b>Total Number of BCS Comparator Crimes</b>	<b>4,835</b>	<b>3,989</b>	<b>1816</b>	<b>1673</b>	3346	<b>30.7</b>	9
Vehicle crime (theft of motor vehicle/from motor vehicle/vehicle interference)	1,260	1,040	520	544	1088	13.7	15
Criminal damage	1,456	1,201	637	506	<b>1012</b>	<b>30.5</b>	2
Violent crime (common assault, violence against a person, wounding)	1,160	957	452	406	<b>812</b>	<b>30</b>	4*, 8*, 12*177
Domestic burglary	759	626	177	174	<b>348</b>	<b>54.2</b>	12
Robbery	N/A	Not set	12	21	42	N/A	13
Theft from a person	N/A	Not set	10	10	20	N/A	2
Theft of pedal cycle	N/A	Not set	27	26	52	N/A	4

Source: iQuanta

\*Rankings for individual crime type, e.g. common assault

## Number of British Crime Survey Comparator Crimes March 2003 – March 2008 (projected)



## **HEALTH AND SOCIAL WELL-BEING – Social Care, NHS and Housing Issues**

### **Vision**

The population in Bromsgrove is gradually increasing, with many more people being in the over 65-age group. The extra years we have to enjoy life will also put more pressure on the health and caring services that are needed to sustain the quality of our lives and we need to plan for this.

We want to add 'Life to Years' as well as 'Years to Life'.

We aim to improve health by the provision of effective services in health, housing and social care. We want local residents to have the opportunity to experience good health and well being, wherever they live in the District.

Key points about Bromsgrove:

- Overall poverty is low in the area; deprivation is lower than average and one of the lowest compared with similar areas.
- The teen pregnancy rate is significantly low, less than 1 in 40 under 18s become pregnant.
- Life expectancy has steadily increased for both males and females, but only the male expectancy is significantly higher than average, currently calculated at 77.7 years for the District. The ward of St John's has the lowest life expectancy, 2.6 years below the England figure.
- Deaths from circulatory diseases are showing a good decline when compared with England; both are significantly lower.
- There are significantly lower rates for smoking related deaths and deaths or serious injuries on the District's roads compare to the national average.
- General health is good when compared with England.
- Alcohol related hospital admissions, drug misuse and dental decay in the under 5s are slightly lower than average.

### **What we have achieved**

#### **To be able to access healthcare when you want it**

Make sure that patients can see a health care professional within 1 working day and a GP within 2 working days

- The primary targets are being met. New targets of 100% were set to be met by December 2004. This was achieved locally in September 2004 and has been met every month since then.

Reduce the maximum wait for an outpatient appointment and for in patient treatment

- Outpatients should wait no longer than 13 weeks for their first appointment. This target was being met as at May 2006. The long-term target is that outpatients should wait no longer than 11 weeks for first appointment by

March 2007.

- In patients should wait no longer than 26 weeks for treatment. This target was achieved in 2005/06. By March 2007, it is anticipated that that no more than 20 weeks will be waited for an in patient appointment.

Increase the capacity of General Practice

- Capacity has been increased across 3 practices for additional GP registrations. There were no reported difficulties.

Continue to review the implications in growth in population for the Primary Care Services

- Current capacity is sufficient to deal with present population. List sizes are reviewed quarterly to identify additional needs.

### Promotion of a healthier lifestyle

Develop and implement a strategy to increase the up take of physical activity

- The long-term target was set at 50% of adults for 30 minutes, 3 times per week by 2006. In 2005/06:
  - County physical activity and sport strategic group was established
  - National Everyday Sport campaign was promoted
  - Engaged with national step-o-meter programme. This has an emphasis on increasing workplace activity

Co-ordinate and deliver a sustainable range of smoking cessation services that offer choice and equity to all smokers and families.

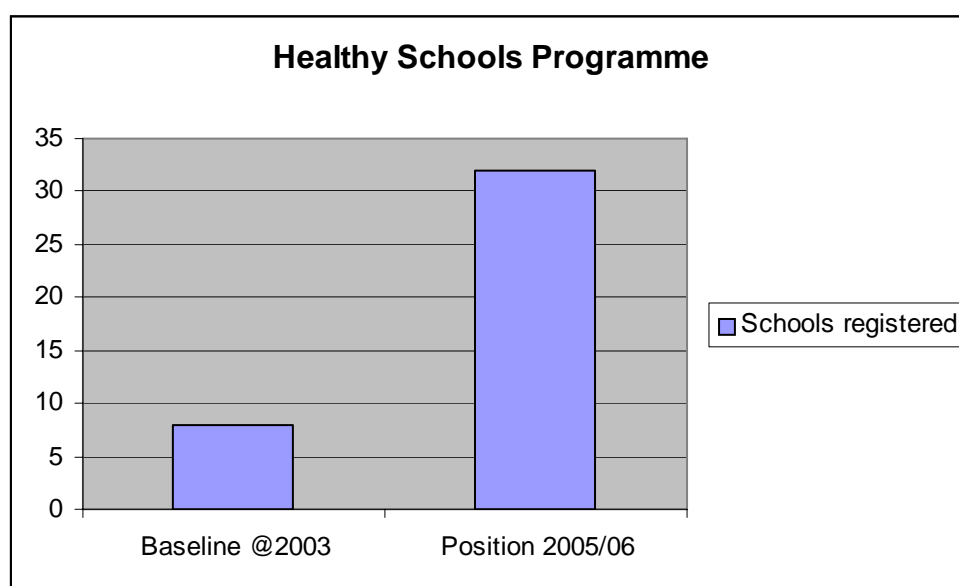
- Long-term target to reduce smoking rate in manual groups by 1% per year. During 2005/06:
  - One-to-one support established in majority of GP practices and in clinic at New Road Surgery one day per week (run by Clinical Nurse Specialist Prescriber)
  - Local businesses targeted through Smoke Free Worcestershire (Tobacco Control Alliance) and support to quit promoted

Encourage dietary change and the maintenance of a healthy diet (including 5 a day)

- Ongoing promotion in a range of settings
- Heartbeat Award for local prisons
- County Children and Young People's Food Group established
- New School Food Trust and Food in Schools programme established
- LSP Theme Group project re improving diet of people in hostels

## Sustain the Healthy Schools programme

- 24 additional schools have registered since 2003, bringing the total to 32. There are currently 4 schools in Bromsgrove which have achieved full Healthy Schools status. A further 14 schools need to have achieved full Healthy Schools status by December 2006 to reach the national target, which was set in September 2005. Meeting this target will be a challenge; however, 7 schools had previously achieved level 3 Healthy School status and they are working hard to meet the new requirements. Bromsgrove is doing comparatively well: 11% of schools have achieved full status compared to 7% across the county.



Support a co-ordinated programme of action for promoting 'Active Healthy Living in Older Age'

- Expert Patient programme
- Age Concern annual awareness raising event (multi-agency)
- Overlapping of food and physical activity initiatives

### Improving social care

Develop a 'Home Improvement Agency' for supporting independent living for older homeowners by 2005

- The North Worcestershire Care & Repair Service (Home Improvement Agency) was delivered in February 2005, providing a service across the districts of Bromsgrove, Redditch and Wychavon.



Introduce extra care housing units, a proportion of which will provide an alternative to care home provision

- Proposals have been formulated for the provision of an Extra Care Housing Scheme in Bromsgrove. The scheme is to be jointly commissioned between the Council, BDHT and the Housing Corporation. It is anticipated that an extra 18 places will be available by 2006. Further progress is subject to funding approval by the Housing Corporation.

## LEARN AND GROW

### Lifelong Learning, Youth Groups and Recreation/Leisure

#### Vision

To enable all members of the Bromsgrove District to have accessible opportunities that contribute to a full and vibrant life.

#### What we have achieved

##### Raise participation in lifelong learning

Offer places to young people from the area in 'Increasing Flexibility', Project 19 and School Links programme

- 147 students have attended the Increased Flexibility Programme and 165 the VIP. There have been 15 young apprentices.

Provide more learning opportunities

- The long term target was to provide more learning opportunities in two more venues of Bromsgrove by 2005:
  - Developments have taken place in Rubery and Amphlett Hall to improve opportunities for access. Workers Educational Association expanding opportunities for learning across the District.

Provide assistance to community groups

- The long term target was to assist the Catshill 2020 Group to achieve its key priorities by 2007. Project proposals have been submitted to Bromsgrove District Council for the Catshill 2020 Group.

Engage older people in community learning

- 216 people over the age of 65 have engaged, benefiting from various opportunities, including Keep Fit, introduction to IT, Japanese Crafts and DIY for older women.

Provide more community based and easier to access gateways into learning

- 'Listening to Learners' has identified a number of 'cold' spots, where learning opportunities are limited.

##### Increase opportunities for recreation and leisure

Improve facilities at the Dolphin Centre

- Work has been undertaken to modernise, extend and develop facilities. The extension includes a new reception, café, changing rooms and improved access for the disabled and significant improvement to the two pools. These works form the start of a scheduled plan of improvements over the coming years.

Sustain the provision of Community Sports Development Workers

- Culture & Community Services currently has links with BDC for basketball, football and trampoline activities.

Identify shortfalls in leisure provision and provide an action plan to address the situation, in conjunction with partners in Catshill, Rubery and Sidemoor

- Both Catshill and Rubery Youth clubs are open and providing a wide ranging programme. Detached Youth Work is underway in Alvechurch and Woodrush.

### Provide cultural based learning and enjoyment

Work with regional and county agencies and partners to deliver the Worcestershire Cultural Strategy as it relates to Bromsgrove

- Bromsgrove District Council Arts Development Service is a formal partner of the Worcestershire Sub-Regional Arts Partnership. The aim of this partnership is to have a strategic overview of the delivery of arts across Worcestershire. The main projects delivered by the partnership are:
  - Shindig – a rural and community touring scheme delivering arts in local community venues at a subsidised cost ;
  - Worcestershire Arts Marketing; and
  - Youth Arts.

Open the Bromsgrove Arts Centre

- The Artrix Centre is now open and operating with a full programme of arts events.

### Increase opportunities for those with physical and/or mental issues

Review outcome of the disability audit and devise and implement an action plan to address the issues raised

- Progress on action plan to ensure that the requirements of the Disability Discrimination Act are met is ongoing.

Refurbish Youth Centres to include compliance with Disability Act to enable wide use by the community (Youth Centres at Ryland, Rubery, Catshill and Wythall (Woodrush)

- Achieved. All centres now compliant.

### What we did not achieve

### Increase opportunities for recreation and leisure

Develop a “Passport for Leisure Scheme”

- Development of the scheme is currently on hold Until Phase 2 of the Dolphin Centre is complete.

## 6. What next for the Bromsgrove Partnership?

Local Strategic Partnerships are an important part of the Government's modernisation agenda, acting as a mechanism for reconnecting public service providers to local communities.

Active support towards the Bromsgrove Partnership and its role supports the Government's explicit aims to enable more people to become involved in the development of priorities for local services.

### The Challenge Ahead

The Government aims to improve the effectiveness, value for money and diversity of public services, to make these services more accountable and responsive to customer needs, promoting sustainable communities, community cohesion and active citizenship, whilst at the same time targeting extensive annual efficiency gains.

Within this process there is a clear acknowledgement that it is community members – the residents, their families and businesses – that should be central to these conversations.

Work is being carried out to look at options for neighbourhood management and community influence within the District. It is early days for this concept, but however this is taken forward in the District, communities will be consulted before any decisions are made.

The Community Plan now needs to be reviewed and refreshed. In the autumn of 2005, all the District LSPs in Worcestershire agreed to align their priorities to those of the Local Area Agreement (LAA). Existing consultation results will be used as a basis for the review. The exercise will be completed by 1<sup>st</sup> April 2007. and will then be carried out every 3 years in future.

The opportunity to enter into a Local Area Agreement is seen as a way of improving quality of life in Worcestershire, whilst reducing bureaucracy, making more efficient use of our limited resources and negotiating freedoms and flexibilities to remove barriers to improved service delivery.

Worcestershire as a county has embraced this opportunity. The approach whilst developing the LAA was inclusive – time was spent on engaging partners from across the county and ensuring joint agreement and ownership of LAA outcomes. The result is an ambitious and aspirational LAA with 35 outcomes, across six thematic blocks. (See page 27 for a list of the outcomes).

## **A. Communities that are safe and feel safe**

- A1. To reduce crime, to reassure the public reducing the fear of crime, and to reduce the harm caused by illegal drugs and alcohol
- A2. To build respect for communities and to reduce anti-social behaviour
- A3. *To improve the quality of life for the people of South Worcestershire by reducing crime and deliberate fires*
- A4. *To improve the quality of life for the people of Redditch by reducing crime and deliberate fires*
- A5. *To improve the quality of life for the people of Wyre Forest by reducing crime and deliberate fires*
- A6. *To reduce the harm caused by young offenders to the wider community*

## **B. A better environment – for today and tomorrow**

- B1 To have cleaner, greener and safer public spaces
- B2 To reduce greenhouse gas emissions and adapt to the impacts of climate change
- B3 *To reduce waste and increase recycling*
- B4 To protect and improve Worcestershire's natural environment / biodiversity

## **C. Economic success that is shared by all**

- C1. To develop a vibrant and sustainable economy
- C2. To develop the economic infrastructure
- C3. To improve the skills base of the local population
- C4. *To ensure access to economic benefits*

## **D. Improving health and well-being**

- D1. *To increase life expectancy and reduce morbidity of adults*
- D2. To reduce incidence of coronary heart disease and cancer
- D3. To improve the quality of life of older people
- D4. *To improve the quality of life of older people with a limiting long term illness*
- D5. To reduce health inequalities

## **E. Meeting the needs of children and young people**

- E1. To improve access to and take up of integrated local preventative services
- E2. *To develop inclusive communities by increasing the level of educational attainment*
- E3. To increase participation in education and training
- E4. *To improve the life chances of vulnerable children and young people*
- E5. To enrich the experiences and development of children and young people through activity and positive contribution
- E6. To ensure that children and young people are protected from harm
- E7. *To increase life expectancy and reduce morbidity of children and young people*

## **F. Stronger communities**

- F1. To increase the availability of affordable, appropriate and decent housing
- F2. To increase opportunities for recreation, leisure and culture for all
- F3. To develop an inclusive community which empowers local people to have a greater voice and influence over local decision-making and delivery of services
- F4. To ensure a well supported, active voluntary and community sector, which encourages volunteering and community involvement
- F5. *To improve passenger transport, leading to improved accessibility and an increase in passenger numbers*
- F6. To improve access to services
- F7. To reduce income deprivation including child and pensioner poverty
- F8. *To reduce the impact of traffic congestion upon Worcestershire*
- F9. To improve the quality of life for people in the most disadvantaged neighbourhoods (Oldington and Foley Park Ward) and ensure service providers are more responsive to neighbourhood needs and improving their delivery

## **LAA Reward Targets**

### Year 2 LAA

## **Community Priorities for Bromsgrove**

As discussed on page 3 of this report, it was agreed that the LSP Board would focus on the following priorities:

- Longbridge Regeneration;
- Town Centre Regeneration;
- Affordable Housing/Inclusive Living; and
- Delivering the outcomes of the Local Area Agreement.

Consultation undertaken during 2006 has shown these priorities to be high on the list of residents' concerns.

Although the LSP will contribute to the LAA, many of the priorities are not 'local' enough for Bromsgrove District. It is envisaged that LAA outcomes will be addressed within the priority projects and through projects via the Theme Groups.

### **Longbridge Regeneration**

Bromsgrove District Council is working in partnership with Birmingham City Council, Advantage West Midlands and St Modwen on this project. In order to use the land in the most effective way, and in line with the new planning system (Local Development Framework), a large community consultation exercise concluded in November 2006 (to which the LSP responded) looking at current needs and priorities and taking advice from development specialists about what is possible. The issues and options proposed for the site are:

- Employment led
- Mixed use employment led
- Mixed use town centre led
- Mixed use residential led

An Area Action Plan will be produced in January 2007 and the LSP will be involved in the years to come. Page 29 shows an aerial view of the former MG Rover car plant on the Longbridge site.



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**AERIAL  
VIEW  
SHOWING  
THE SITE  
OF THE  
FORMER  
MG ROVER  
CAR  
PLANT**

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Corporate  
Communications  
Policy and  
Performance

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**Bromsgrove District  
Council**



## Town Centre Regeneration

Bromsgrove town centre has been in decline for a number of years, and there is evidence that suggests that the high income households is not spending its money in the town centre.

Initial work was commenced on the redevelopment in 2004. Reports were submitted to Bromsgrove District Council at a time of change, so the plans were put on hold. The redevelopment work has now been rejuvenated and the following work will commence in the near future:

- Production of an evidence based Area Action Plan
- A new vision and policy for the town centre
- Key areas of the town for redevelopment will be concentrated on
- The town centre will be revitalised through new buildings and business development



## **Affordable Housing**

As discussed on page 6, the Council is currently operating a planning moratorium with only affordable housing developments being built. The relative affluence of the District, coupled with the fact that house prices are rising faster than the national average, is causing problems within the District. 20% of housing should be affordable and there is currently less than 10% available. Options for building on brownfield sites in the District are becoming exhausted and therefore it was agreed that the LSP should champion this issue.

A Housing Needs Survey was completed in 2005 and the results were fed into the development of the Council's Housing Strategy 2006 – 2011, which was deemed 'fit for purpose' by the Audit Commission. The target of this strategy is to provide 400 additional units over the 5-year life of the plan, with 243 of those units being planned within the next 2 years.

The LSP is well placed to drive the strategic direction of these projects.

## How will the LSP be managed?

Partnerships need to have effective accountability and probity. The Bromsgrove Partnership has endorsed the Worcestershire Partnership's Governance & Accountability Arrangements and the Bromsgrove District Council's Performance Management Framework seeks to create explicit links between the Community Plan (at the top of the framework), Council Plan, Service Business Plans and Team/Individual Plans.



A performance management framework for the Partnership will be developed over the coming months so that the LAA outcomes can be reported on regularly. Updates on the priority projects and work from the Theme Groups will be reported to the bi-monthly Board meetings. There will also be 2 events per year to engage and consult with the wider community about the work and progress of the Partnership.