



**BROMSGROVE DISTRICT COUNCIL**

**MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

**MONDAY 17TH MAY 2010, AT 6.00 P.M.**

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

TO THOSE MEMBERS OF THE COUNCIL TO BE NOMINATED  
TO SERVE ON THE PERFORMANCE MANAGEMENT BOARD.

**AGENDA**

1. Election of Chairman
2. Election of Vice-Chairman
3. To receive apologies for absence
4. Declarations of Interest
5. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 19th April 2010 (Pages 1 - 6)
6. Performance Report (March 2010) (Pages 7 - 28)
7. Improvement Plan Exception Report (March 2010) (Pages 29 - 40)
8. Shared Services Highlight Report (Pages 41 - 48)
9. Work Programme (Pages 49 - 54)
10. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting.

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

7th May 2010

K. DICKS  
Chief Executive

# Agenda Item 5

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 19TH APRIL 2010 AT 6.00 P.M.

PRESENT: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman),  
S. R. Colella and L. J. Turner

Observers: Councillor P. Whittaker

Officers: Mr. H. Bennett, Mr. A. Coel and Ms. A. Scarce

#### 92/09 APOLOGIES

Apologies for absence were received from Councillors Ms. H. J. Jones and Mrs. A. E. Doyle.

#### 93/09 DECLARATIONS OF INTEREST

Councillor Mrs. M. C. Bunker declared a personal interest in Minute No. 96/09 in her role as Council representative for Bromsgrove District Housing Trust.

#### 94/09 MINUTES

The minutes of the Performance Management Board meeting held on 15th March 2010 were submitted.

Members enquired whether, as noted in Minute No. 89/09, the meeting in respect of the Railway Station's revised design and costings had taken place. The Director for Policy, Performance and Partnerships confirmed that the Executive Director (Planning and Regeneration, Regulation and Housing Services) had attended and a full update of the Railway Station Development would be provided at the Overview Board meeting to be held on 27th April 2010.

**RESOLVED** that the minutes be approved as a correct record.

#### 95/09 DISABLED FACILITIES GRANTS - LEAN MANAGEMENT PROCESS REPORT

The Strategic Housing Manager gave detailed background information and explained that his team had been chosen as a pilot to apply the Lean Management Process to a review of the Council's involvement in approving applications and monitoring the progress of adaptations under the Disabled Facilities Grants (DFGs) scheme. However, from June 2010 the new Home Improvement Agency (HIA) for Worcestershire would come into force, dealing

with all DFGs irrespective of whether it was a council tenancy (in the case of Redditch), Bromsgrove District Housing Trust (BDHT) or private sector dwellings. The Review Team had been involved in setting up the new HIA, which aimed to ensure consistent policies and procedures across the county and to include some of the savings identified in the review.

The Strategic Housing Manager advised that last year performance had improved in terms of the element of the process that had been done in house and effectively, all the budget had been committed by December. This meant that high priority cases received after that date could not be processed and potentially the Team was in danger of allocating less needy cases grants earlier in the year. The Strategic Housing Manager advised that it would be beneficial if the budget could be divided up over 12 months and allocated on a monthly basis and that this phased process was being put in place.

The Strategic Housing Manager gave information on, and Members discussed, the following issues arising from the report:

- The allocation of funding in the future, particularly in light of the ageing population. The Government had allocated the same level as the previous year, £310,000 despite a higher bid being put forward.
- The reasons for formulating the countywide HIA; this provided a stronger voice to argue for housing resources into housing and grants and also attracted additional money for supporting people in respect of fast hospital discharge scheme and handyman services.
- The Kick Start funding bid, which was primarily an equity release scheme for owner occupiers to improve their homes, but could be used to top up DFGs where a current DFG was capped at £30,000 if the works needed were above that.
- One of the aims was increased customer satisfaction. In view of the timescale for DFGs to be completed it was difficult to increase satisfaction. The aim was to make their experience as painless and the services as seamless, as possible. Often it was highlighted that other services could be brought in, for example home safety, trips and falls advice. The service could be improved, although it may not impact on how quickly people received adaptations.
- Redundant equipment that is in a private house. A 3 year service agreement was included within the grant for some equipment, for example on a stair lift, after that the person was responsible for its maintenance and when redundant it was often of limited value. However, BDHT was currently working on a recycling scheme and tried to re-use at least straight stair lifts wherever possible.
- The Lean Management Process and how this could be used in other areas of the Council. The Director of Policy, Performance and Partnerships confirmed that this was currently being considered and gave further details on the process.
- A contract framework was in place appointing a number of contractors with a set price for specific types of work. This would also be included in the specification for the new HIA and they have been encouraged to develop this further.

- Data collection from Human Resources. The Strategic Housing Manager explained that it had been difficult to calculate the on costs for savings and a broader understanding of Lean management processes across the Council would possibly assist any further review work.

The Strategic Housing Manager advised that during the review process a new finance system had been implemented, which initially had had a negative impact on the DFG process. However, Review Team had worked with Finance to find a solution. This had been very successful and they now had the benefits of the new system without a further delay to the process. Members were concerned that other departments could continue to be affected by the new finance system.

The Board asked if specific funding was available for injured Armed Forces personnel returning from a warzone. The Strategic Housing Manager advised that charitable organisations would be contacted, particularly if a top up of a grant was needed, to assist in such a case. This was a good example of why it was more appropriate to divide the budget over a 12 month period in future.

**RESOLVED** that the decision to divide the budget over a 12 month period be supported.

**RECOMMENDED** that all departments are made aware of the Lean Systems Process and that it is used as part of the three year transformation programme.

## 96/09 **HOUSING STRATEGY - PROGRESS REPORT**

The Strategic Housing Manager provided the Board with background information on the Housing Strategy 2006-2011. The Board discussed the following points in more detail:

- Supplementary Planning Document
- Development of a Countywide Strategy, which the local action plan would sit beneath.
- Homes and Communities Agency
- The definition of “needs” referred to housing across all tenures and house conditions. The Research and Intelligence Officer from the county undertook an annual assessment and analysis for all six districts and in that process identified various issues, including backlog and newly formed households, together with supply of houses and number of units developed each year. The methodology used followed the Government recommended formula.
- Choice Based Letting as a process for allocation of housing to those most in need.
- Energy efficiency and funding from Scottish Power Trust in particular for mobile homes. A Member of the Board informed the Strategic Housing Manager that Scottish Power have specifically provided funding for mobile homes locally (possibly Coventry) and the Strategic Housing Manager agreed to make further enquiries in this respect.

- The provision of Act on Energy advice sessions in the Bromsgrove area would be included within the Climate Change Strategy. The draft Strategy would be available by June 2010.
- Tackling fuel poverty in relation to national indicators, the inclusion of private homes and means testing, together with any link in Bromsgrove to winter deaths.
- The detrimental effect on the surrounding area of long term empty properties and powers available.
- Consideration of home share and co-housing options in the district. The Strategic Housing Manager confirmed that his Team was currently looking at home share for non-priority homeless or younger people.

**RESOLVED:**

- (a) that progress made and detailed within the Mid Term Review Housing Strategy Action Plan be noted; and
- (a) that Officers be supported in their endeavour to fine-tune the methodology to ensure that housing needs are prioritised as opposed to housing demands.

97/09 **IMPROVEMENT PLAN EXCEPTION REPORT (FEBRUARY 2010)**

The Board considered the Improvement Plan Exception Report for February 2010. Members discussed CP1: Town Centre, 1.1 Area Action Plan and agreed to ask for further information from the relevant Executive Director.

Members discussed in detail CP3: Sense of Community, 3.3.6 Develop and roll out Equality data monitoring process. The Director of Policy, Performance and Partnerships gave background information on this and confirmed that the pilot scheme had identified the potential enormity of the work involved in producing this information on a monthly basis. It would be more practical to produce an annual report and this option was being considered.

**RESOLVED:**

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective action being taken by noted;
- (b) that it be noted that for the 77 actions highlighted for February within the plan 66.2% of the Improvement Plan is on target (green), 5.2% is one month behind (amber) and 5.2% is over one month behind (red). 23.4% of actions have been reprogrammed or suspended with approval; and
- (c) that a highlight report on the Town Centre be provided by the Executive Director (Planning and Regeneration, Regulation and Housing Services) together with the relevant Portfolio Holder, and that this be presented to the Performance Management Board meeting on 17th May 2010.

98/09 **PERFORMANCE REPORT (FEBRUARY 2010)**

The Board considered the Performance Report for February 2010 and discussed the following items:

- Attendance at Community coaching sessions following clash of dates with youth club held at the TRUNK.
- Crime levels and in particular the increased number of violent crimes
- Recycling and the new co-mingled system
- Customer Service – the average speed of answered calls. The Director of Policy, Performance and Partnerships advised Members that this would be picked up by the new Head of Service, when in post.
- Sickness absence, which remained at a low level.

After further discussion it was

**RESOLVED:**

- (a) that it be noted that 63% of performance indicators are improving;
- (b) that it be noted that 60% of performance indicators that have a target are meeting their target as at the month end and 80% are projected to meet their target at the year end;
- (c) that the performance figures for February 2010 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 3.5 of the report be noted;
- (e) that the areas of concern as set out in section 3.6 be noted;
- (f) that better co-ordination take place between the TRUNK youth provision and that provided by the Council;
- (g) the relevant Portfolio Holder works with the Head of Service to ensure that the delivery plan in respect of violent crimes is actioned; and
- (h) that the relevant Portfolio Holder and Head of Service provide the Performance Management Board with a Lessons Learnt Report in respect of implementation of the new recycling arrangements.

99/09 **SHARED SERVICES HIGHLIGHT REPORT**

The Board considered the Shared Services Highlight Report and noted the Risks, Issues and Concerns section. Members also asked for it to be noted that they were concerned at the increased level of pressure and workload of Officers. The Director of Policy, Performance and Partnerships assured Members that Officers received good support in order to deal with these issues.

**RESOLVED** that the Shared Services Highlight Report be noted.

100/09 **COUNCIL PLAN 2010-2013**

The Board considered the draft Council Plan for 2010-13 and discussed in detail the following areas:

- Town Centre and Economic Development Plan.
- Home Improvement Agency and decreased DFGs.
- Increased targets.
- Shopmobility – Members enquired whether this service needed further promotion or if the target was actually the capacity of the scheme. The

Director of Policy, Performance and Partnerships confirmed to Members that he would seek clarification from the relevant Head of Service.

- Customer Service Excellence – the Director of Policy, Performance and Partnerships confirmed that September 2010 was the date that the self-assessment would be completed. This would create an increased focus on Customer Service.
- Mosaic – Members discussed the option to review the effectiveness of this and agreed that the pilot scheme should be included in the Board's Work Programme.
- Bank Charges – the Director of Policy, Performance and Partnerships advised Members that a procurement exercise would have been completed to ensure that the best available rates were achieved.

**RESOLVED:**

- (a) that the Council Plan for 2010-13 be noted; and
- (b) that the results of the pilot Mosaic scheme be included in the Board's Work Programme.

101/09 **WORK PROGRAMME 2010/2011**

Members considered the Work Programme and discussed the future role of the Board in detail.

**RESOLVED** that the Work Programme be noted.

The meeting closed at 8.15 p.m.

Chairman



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#### **MARCH (PERIOD 12) PERFORMANCE REPORTING**

Relevant Portfolio Holder	Cllr Roger Hollingworth
Relevant Head of Service	Hugh Bennett, Assistant Chief Executive
Non-Key Decision	

#### **1. SUMMARY OF PROPOSALS**





- 1.1 To report to PMB on the Council's performance at 31 March 2010 (period 12).

#### **2. RECOMMENDATIONS**

- 2.1 That PMB notes that 49% of PIs are stable or improving.
- 2.2 That PMB notes that 69% of PI's that have met or are projected to meet their target at the year end (compared to 78% in 2008/09)
- 2.3 That PMB notes the performance figures for March 2010 as set out in Appendix 2.
- 2.4 That PMB notes the particular areas of improvement as summarised in section 4.2.
- 2.5 That PMB notes the PI's of particular concern as set out in section 4.3.

#### **3. BACKGROUND**

- 3.1 The full list of performance indicators due to be reported monthly is set out in **Appendix 2** where:-

	<b>On Target</b>	<b>I</b>	<b>Performance is Improving</b>
	<b>Less than 10% from target</b>	<b>S</b>	<b>Performance is Stable</b>
	<b>More than 10% from target</b>	<b>W</b>	<b>Performance is Worsening</b>
	<b>No target set</b>	<b>N/a</b>	<b>No target set</b>

- 3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.

- 3.3 At the beginning of the year the set of corporately reported PI's was revised to ensure they reflect current priorities and also to take account of the revised assessment methodology that the Council will be judged on under CAA. This

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is the final performance report for 2009/10, it is in the monthly report format rather than the integrated finance & performance report format used at other quarter ends. This is because the final accounts are still being prepared and will be presented to the special Council meeting in June, along with the Annual Report.

## **4. KEY ISSUES**

4.1 The proportion of PI's that are improving or stable is lower than usual, at 48%, however the decline, in a number of cases, is small and, in some cases, seasonal.

4.2 Performance worthy of particular mention is as follows:

- All 'Streetscene' PI's have, or are expected to, meet their annual target.
- All bar one of the Crime PI annual targets have been met.
- All Planning PI annual targets have been met.
- Annual targets for Affordable housing and Households in Temporary Accommodation were met.
- Time to process benefit claims has reduced to just over 9 days, considerably better than target.
- Although the target was missed (but by less than 10%), sickness absence reduced by 15% compared to last year.

4.3 Performance of potential concern is as follows:

- Dolphin centre usage was somewhat below annual target, however the target figures for membership of the new gym were exceeded. Management of the Dolphin Centre is transferring to the leisure trust.
- Targets for Disabled Facilities Grants were not met, however this was mainly as a consequence of the reduced budget availability which meant that schemes put forward in the second half of the year had to be put on hold, thus adversely affecting the performance figures. Responsibility for DFG's is transferring to the Housing Improvement Agency during 2010.
- NI 179 – cash releasing VFM gains target was not met, however the Council has a clear and substantial programme of VFM savings through the shared services and WETT agendas.

## **5. FINANCIAL IMPLICATIONS**

5.1 None

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### **6. LEGAL IMPLICATIONS**

6.1 None

### **7. POLICY IMPLICATIONS**

7.1 None

### **8. COUNCIL OBJECTIVES**

8.1 Performance reporting & management links to the Improvement objective

### **9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS**

9.1 The main risks associated with the details included in this report are:

- Data quality problems
- Poor performance

9.2 These risks are being managed as follows:

- Implementation of the Data Quality Strategy
- Robust follow up on performance issues, including performance clinics

9.3 There are no Health & Safety considerations

### **10. CUSTOMER IMPLICATIONS**

10.1 Performance Improvement is a Council Objective

### **11. EQUALITIES AND DIVERSITY IMPLICATIONS**

11.1 None.

### **12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT**

12.1 None

### **13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

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13.1 None

**14. HUMAN RESOURCES IMPLICATIONS**

14.1 None

**15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

15.1 Sound performance management and data quality are key to achieving improved scores in the Use of resources judgement. This performance report supports that aim.

**16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998**

16.1 None

**17. HEALTH INEQUALITIES IMPLICATIONS**

17.1 None

**18. LESSONS LEARNT**

18.1

**19. COMMUNITY AND STAKEHOLDER ENGAGEMENT**

19.1 None

**20. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	No (due to timing of Meetings, will go to CMT)
Executive Director (S151 Officer)	No (due to timing of Meetings, will go to CMT)
Executive Director – Leisure, Cultural, Environmental and Community Services	No (due to timing of Meetings, will go to

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	CMT)
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No (due to timing of Meetings, will go to CMT)
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No (due to timing of Meetings, will go to CMT)
Head of Legal, Equalities & Democratic Services	No (due to timing of Meetings, will go to CMT)
Corporate Procurement Team	No

**21. WARDS AFFECTED**

All

**22. APPENDICES**

- Appendix 1 Performance Summary for the period
- Appendix 2 Detail Performance report for the period
- Appendix 3 Detailed figures to support the performance report

**23. BACKGROUND PAPERS**

None

**24. KEY**

- PI - Performance Indicator
- NI - National Indicator ( a PI defined by government and used by all Councils)
- LPI - Local Performance Indicator – (a PI defined by Bromsgrove, District Council to measure performance on local priorities)
- CAA - Corporate Area Assessment – the methodology used by the Audit Commission to judge the performance of Councils and partners

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**AUTHOR OF REPORT**

Name: John Outhwaite, Senior Policy & Performance Officer  
email: [j.outhwaite@bromsgrove.gov.uk](mailto:j.outhwaite@bromsgrove.gov.uk)  
Tel: (01527) 881602

APPENDIX 1

SUMMARY - Period 8 (November 2009/10)			
Monthly (November) performance		Estimated Outcome	
No.	%age <sup>1</sup>	No.	%age <sup>2</sup>
15	47%	23	76%
17	53%	6	21%
3		1	3%
		6	
		35	
Improving or stable.		On target	
Declining		Missing target by less than 10%	
No data		Missing target by more than 10%	
		No data <sup>3</sup>	
Total Number of Indicators reported this period <sup>4</sup>		Total Number of Indicators reported this period <sup>4</sup>	

SUMMARY - Period 9 Quarter 3 (December 2009/10)			
Monthly (December) performance		Estimated Outcome	
No.	%age <sup>1</sup>	No.	%age <sup>2</sup>
24	47%	28	61%
27	53%	10	22%
7		8	17%
		12	
		58	
Improving or stable.		On target	
Declining		Missing target by less than 10%	
No data		Missing target by more than 10%	
		No data <sup>3</sup>	
Total Number of Indicators reported this period <sup>4</sup>		Total Number of Indicators reported this period <sup>4</sup>	

SUMMARY - Period 10 (January 2010)			
Monthly (January) performance		Estimated Outcome	
No.	%age <sup>1</sup>	No.	%age <sup>2</sup>
11	37%	17	65%
19	63%	7	27%
5		2	6%
		9	
		35	
Improving or stable.		On target	
Declining		Missing target by less than 10%	
No data		Missing target by more than 10%	
		No data <sup>3</sup>	
Total Number of Indicators reported this period <sup>4</sup>		Total Number of Indicators reported this period <sup>4</sup>	

SUMMARY - Period 11 (February 2009/10)			
Monthly (February) performance		Estimated Outcome	
No.	%age <sup>1</sup>	No.	%age <sup>2</sup>
13	63%	19	68%
11	37%	10	35%
5		2	7%
		5	
		35	
Improving or stable.		On target	
Declining		Missing target by less than 10%	
No data		Missing target by more than 10%	
		No data <sup>3</sup>	
Total Number of Indicators reported this period <sup>4</sup>		Total Number of Indicators reported this period <sup>4</sup>	

SUMMARY - Period 12 (March 2009/10)			
Monthly (March) performance		Estimated Outcome	
No.	%age <sup>1</sup>	No.	%age <sup>2</sup>
21	49%	29	61%
22	51%	9	22%
13		7	17%
		15	
		56	
Improving or stable.		On target	
Declining		Missing target by less than 10%	
No data		Missing target by more than 10%	
		No data <sup>3</sup>	
Total Number of Indicators reported this period <sup>4</sup>		Total Number of Indicators reported this period <sup>4</sup>	

Notes

- 1 - This figure shows the total number of indicators reported in Appendix 2 for this period. This will vary as some indicators are reported monthly, some quarterly, some annually (but in different periods - depending on when they become available).
- 2 - Some of the indicators do not have all the performance elements, for instance some do not have targets because they are new indicators this year, others are activity measures (e.g. monthly call volume). These indicators will be included in the 'no data' count where comparisons cannot be made.
- 3 - The percentage figure shown is the percentage of the number of indicators for which relevant data is available this period, not the total number of indicators reported this period.

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Performance Indicators Period 12 (March 2010)

Ref	Description	Report - ed?	Cum or Snap?	2009/10		2008/09		2009/10		Comments									
				Actual	Target & trend	Actual	Target & trend	Target	Outturn		Outturn Target & Trend								
<b>Street Scene &amp; Community</b>																			
NI 191	Residual Household waste per household (KG)	M	C	586.26	447.82	443.22	W	497.14	489.75	542.88	536.50	W	592.99	589.95	592.99	W	582 (est)	590.00	No Tonnes data available as yet for Jan - Mar, when this is received this is anticipated to reduce NI191 further to approx 582kg
NI 192	Percentage of household waste re-used, recycled and composted	M	C	43.25	24.32	39.43	W	30.27	38.39	26.96	37.60	I	33.17	37.14	33.17	I	37.28 (est)	30.00	Not all tonnages are available as yet for recycling banks, when received it is anticipated this will increase NI192 to approx 37.28%
NI 195	Improved street & environmental cleanliness - graffiti	M*	C		5	1	S	n/a	n/a	n/a	n/a	n/a	5		5		5 (est)	5	Information will not be available until 22nd April
NI 195	Improved street & environmental cleanliness - litter	M*	C		13	9	W	n/a	n/a	n/a	n/a	n/a	13		13		13 (est)	13	Information will not be available until 22nd April
NI 195	Improved street & environmental cleanliness - debris	M*	C		20	23	W	n/a	n/a	n/a	n/a	n/a	20		20		20 (est)	20	Information will not be available until 22nd April
NI 195	Improved street & environmental cleanliness - fly posting	M*	C		1	1	W	n/a	n/a	n/a	n/a	n/a	1		1		1 (est)	1	Information will not be available until 22nd April
NI 196	Improved street and environmental cleanliness - fly tipping	M*	C		2	2	S	n/a	n/a	n/a	n/a	n/a	2		2		2 (est)	2	Information will not be available until 28th April
LPI Depot	Number of missed household waste collections	M	C	1,136	855	751	I	950	825	1,045	863	I	1,140	952	1,140	W	952	1,140	89 missed collections of which 56 were grey and 33 were brown bins = 0.046%
LPI Depot	Number of missed recycle waste collections	M	C	281	180	184	I	200	202	220	223	W	240	237	240	I	237	240	14 missed recycling collections = 0.007%
NWBCUS	Total Crime	M	C	New	4,210	3,848	I	4,685	4,277	5,113	4,691	I	5,588	5,187	5,588	W	5,187	5,588	Overall total crime has been reduced by 7% this year compared to last, which is 401 less offences. This is a result of joint efforts between all agencies coordinated under the Community Safety Partnership. There has been reductions in most crime types apart from Violent Crime. Bromsgrove CSP are now developing delivery plans against their 2010/11 priorities (Youth Related ASB, Violent Crime, Environmental Crime and Acquisitive Crime). In addition the CSP will also be developing plans to tackle re-offending as a result of new statutory responsibilities, strategies to deal with ASB including a set of minimum standards and a communication strategy following the appointment of a communications officer.

Ref	Description	Report - ed?	Cum or Snap?	2009/10												Comments		
				Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend		2009/10 Outturn	Outturn Target &Trend
NWBCU1	The number of domestic burglaries	M	C	293	194	W	326	233	W	356	276	W	389	321	W	389	321	There were 45 offences of domestic burglary in March, which is above the March target of 33 however there is a seasonal trend for burglary which peaks over the early part of the year. There has however been a 17% decrease in offences this year compared to the previous years. Although burglary has been reduced year on year the Bromsgrove Community Safety Partnership will be making it a 2010/11 priority as they have acknowledged through surveys that it still remains on of the largest concerns for our residents. A burglary action plan will be developed and delivered through the coming year.
NWBCU2	The number of violent crimes	M	C	714	767	W	784	870	W	846	952	I	922	1,046	W	922	1,046	The volume of Violent Crime has increased again in March and has been consistently high throughout the year. As a result Violent Crime has been made a Community Safety Partnership priority for 2010/11. The partnership will be developing a violent crime action plan to tackle two distinct violent crime problems: Assault with less serious injury as a result of alcohol fuelled violence within the night time economy and domestic related violence.
NWBCU3	The number of robberies	M	C	44	33	I	49	35	W	53	39	W	58	44	W	58	44	The volume of robbery offences has remained consistently low throughout the year. This crime type has had a reduction in offences this year compared to last year; a reduction of 24%. Robberies will continue to be monitored but it is not currently a priority for the Community Safety Partnership or West Mercia Police.
				438														

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Target & trend	Mar Actual	Mar Target	Target & trend	Outturn	Outturn Target &Trend	Comments	
				Dec Actual	Dec Target	Jan Actual	Jan Target								Feb Actual
NWBUC4	The number of vehicle crimes	M	C	501	520	578	555	631	612	690	672	672	690	672	There were 60 vehicle crime offences in March which the amount we would expect based on seasonal trends. There has been a slight reduction of 2.5% this year compared to the previous year. The largest volume of vehicle crimes are a result of theft from motor vehicles; this has become a 2010/11 priority for Bromsgrove Community Safety Partnership and joint operations between the police and neighbourhood wardens has already commenced in the car parks of beauty spots where many of these offences occur
NWBUC6	The number of Criminal Damage incidents	M	C	681	795	872	745	945	816	1,041	908	908	1041	908	During March the level of criminal damage offences was the highest it has been for many months but still less than March 2008/9. Overall there were 13% less criminal damage offences this year compared to the previous year. Criminal Damage was a 2009/10 priority for the Community Safety Partnership; as a result many targeted patrols were carried out at key hot spots to deter offenders which seems to have worked. Criminal Damage will be looked at during 2010/11 under the Youth Related ASB priority in an attempt to achieve further reductions.
LPICS 1a	CCTV incidents reported - Crime	M	C	2,401	2,547	2,850	2,602	3,113	2,803	3,396	3,021	3,021	3,400	3,021	The town centre was busy with a lot of activity on the shopwatch radio, suspicious behaviour and thefts occurring, whereas ASB was much lower than the previous month.
LPICS1b	CCTV incidents initiated by CCTV	M	C	714	738	820	807	902	870	984	941	941	1,047	941	Observations were increased on last month, staff were proactively monitoring for purse thieves.
LPICS2	Number of locally delivered diversionary sessions	Q	C	141	147	152	141	164	161	180	163	163	180	163	Sessions were increased due to new projects but commenced mid-month. The sessions will become regular to increase and maintain number of sessions delivered. April's Easter delivery will provide a high number of sessions.
LPICS3	Numbers of users attending diversionary activities.	Q	C	538	564	584	538	624	603	670	617	617	670	617	Usages were increased due to new projects but commenced mid-month. The sessions will become regular to increase and maintain number of sessions delivered and users. April's Easter delivery will provide a high number of usages.

Ref	Description	Report - ed?	Cum or Snap?	2008/09												2009/10												Comments
				Actuals	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	Target	Outturn	Outturn Target &Trend									
LPI CS4	No. of hate crime incidents (activity measure)	M	S		n/a	2						n/a	3						n/a	n/a		There were five reports of hate crime during March. Three were reports of racism which was referred to the police for action. There was one report of homophobia and another report regarding verbal abuse, threat and harassment believed to be motivated by the victims disability - these were also referred to the police.						
LPI CS5	% of reported hate crime incidents requiring further action that received further action	M	S		100	100	<b>S</b>					<b>S</b>	100						100.00	100.00		Five reports received and appropriate and proportionate action was delivered.						
LPI SC1	Number of attendances at arts events	M	C	20,642	21,272	23,593	<b>W</b>	21,324	23,640		<b>S</b>	21,426	23,728		21,261	23,728		21,261	23,728		Shindig continues to deliver quality arts and theatre provision to rural and community touring venues throughout the district of Bromsgrove – in March this took place at Client Village Parish Hall. Figures for March are not available due to sickness absence, however the cumulative year to date figure at the end of February was well above the annual target.							
LPI Community Safety	Arts usage (community use)	A	S		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	48,821	60,250		48,821	60,250		Target exceeded							
SC3	Dolphin Centre Usage	M	C	627,404	354,245	301,173	<b>W</b>	401,980	337,215		<b>I</b>	449,715	375,404		497,455	415,407		502,478	415,407		Usage for March has been the highest of the year, although still failed to reach target. Usage for all areas other than the sports hall hire (which remained the same) increased.							
SC4	Sports development usages	M	C	21,219	18,270	21,206	<b>W</b>	19,398	23,223		<b>I</b>	20,898	26,614		22,702	30,395		22,556	30,095		Delivery of many Sport Unlimited projects, regular PSP, Mobility and FFT sessions provided a high number of usages. The end of year 2 Sport Unlimited requires the new projects to commence in order to maintain this.							
	Town Centre Car Park Usage	M	S	n/a	n/a	120,254	<b>W</b>	n/a	111,037		<b>W</b>	n/a			n/a	127,415		n/a	127,415		127,415 usage in March							
	Shopmobility Centre Usage (Monthly)	M	S	n/a	150	116	<b>W</b>	150	91		<b>W</b>	150	123		150	127		150	144 (ave)		127 users of shopmobility service in March. Average monthly usage over the year is 144							
LPI LL1	Life line units in use	M	S	547	720	728	<b>S</b>	730	730		<b>W</b>	740	740		750	751		750	751		The number of private dispersed installations has increased but referrals under the PTG funded contract have now ceased.							

M\* = in the months when available  
( 3 times per year)

Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Target & trend	Mar Actual	Mar Target	Target & trend	2009/10 Outturn	Outturn Target &Trend	Comments	
				Actuals	Target	Actual	Target								
<b>Planning &amp; Environment Services</b>															
NI 157	The percentage of major planning applications determined within 13 weeks	M	C	68.80	80.00	88.90	80.00	88.80	80.00	80.00	90.00	83.00	80.00	83.00	Majors; 1/2 = 50% National Target 60% (Local Target 80%) No applications in this category for January and just one application for February. March saw two majors one was a controversial proposal for 28 affordable units in the Green belt as proposed by BDHT. This application attracted a significant level of interest and was delayed due to consideration of reports relating to need for the proposed units
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	76.50	85.00	83.00	85.00	85.30	85.00	85.00	86.80	87.80	85.00	87.80	Minors; 12/12 = 100% National Target 65% (Local Target 85%) In the summer around 16/17 applications were determined in this category in a month whilst September, October and November saw a reduction to 7/9 applications. December however saw a rise back up to 17 and this was sustained in January (17) and went up to 23 in February. March saw 12 applications, all of which were determined in time.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	89.50	90.00	90.50	90.00	90.40	90.00	90.00	90.60	91.00	90.00	91.00	Others: 60/62 = 96.7% National Target 80% (Local Target 90%) The numbers of minor applications have remained fairly consistent this quarter with 42 and 47 applications submitted in Oct and November. December saw 49 applications with a reduction to 32 in January with 33 being considered in February. March saw a significant increase to 62 decisions. Only two applications went out of time one was a change of use of a log cabin (09/0852) and another related to a replacement dwelling (09/0954). These went over due to complex negotiations and the need to consult Natural England.
NI 155	Number of affordable homes delivered	Q	C		60	68			80			88	80	88	Target exceeded



Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10		Comments					
				Actuals	Target & trend	Actual	Target & trend						
<b>Chief Executive's department</b>													
LPI CCP01	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	270		n/a	200	n/a	200	n/a	200	n/a	The start of the green waste collections and the changeover to brown bins has caused an increase in the number received in March. Complaints received were: 3 about online payments not being available on website for parking fines, 1 about a protected tree 1 about dirty town toilets, 2 about attitude of parking staff, 1 about car parking charges, 1 about about staff feeding town pigeons, 1 about new town toilets, 4 about missed collections, 10 various about garden waste collections inc lack of info, brown bins not delivered and unhappy about payment and 1 about changes to the recycling service.
LPI CCP03	Number of compliments received	M	C	70		n/a	60	n/a	n/a	n/a	n/a	n/a	Compliments received – 1 about excellent service provided by BURT, 3 about Sports Awards organised by Sports Development, 1 about the Street Cleansing Team, 5 about excellent service from Waste and Recycling Teams and 2 about service provided by the Customer Service Centre Team.
LPI CCP05	Community transport income (£)	M	C	n/a		825	1,750	1,875	1,500	1,265	1,265	1,750	The service has received very positive feedback. Outturn is below target, but within 10%. Severe weather in January & February led to a drop in the usage of the service, but usage/income has increased considerably in March
<b>Financial Services</b>													
NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	15.03		15.00	9.12	15.00	15.00	9.15	9.15	9.12	March has shown further improvement to NI181. In addition to this, the year to date has beaten the target for more than 5 days and is far better than predicted. Improvement on this PI has been down to the hard work of staff and new procedures / processes, most notably VRA. However, further improvements can be made in 2010 / 11 with more concentration on changes in details.

Ref	Description	Report - ed?	Cum or Snap?	2008/09												Comments		
				Actuals	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual		Target & trend	2009/10 Target
	Total value of HB overpayments outstanding at the start of the quarter (£)	Q	S		567,503	609,755	W								n/a	609,755	n/a	The amount of overpaid Benefit has increased throughout 2009/10 due to low recovery levels and poor processes. However, recruitment of a dedicated overpayment officer is underway and should be in place May 2010. This should see improvements to the processes and an increase in the debts recovered. Also, Benefit work is more up to date so the amount of debts being raised is less than in previous years.
	Total value of HB overpayments identified during the quarter (£)	Q	S		103,507	75,772	W								n/a	75,772	n/a	as above
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	S		15.00	8.00	I								15.00	8.00	W	£47,959 was recovered during the quarter, see other comments above re an overpayment officer.
	% of the outstanding HB overpayments debt written off during the quarter	Q	S		1.47	1.08	W								2.00	1.08	I	The amount of Benefit overpayment written off (£6,607) is less than the maximum % set at the start of the year. This is because, where possible, all overpayments are recoverable, unless in exceptional circumstances. In addition to this, more strict quality control processes have been introduced meaning any potential errors are picked up sooner.
NI 179	VFM - total net value go on-going cash releasing VFM gains since the start of 2008-09 (£'000)	Q	C		879	730	W								759	730	W	The efficiency saving predicted in December was revised after reviewing in January, however there is a shortfall on the expected outturn due to a shortfall in the expected income for Licensing.
	Percentage of invoices paid within 10 days of receipt	M	C		90.00	82.60	W								90.00	83.60	I	Although the percentage of invoices paid within 10 days is below target for the year the percentage for March was 94.5%.
FP001	Percentage of invoices paid within 30 days of receipt	M	C		98.00	97.95	W								98.00	98.11	I	On Target

**Legal, Equalities and Democratic Services**  
There are no PIs reported monthly for this department



Ref	Description	Report - ed?	Cum or Snap?	2008/09		2009/10												Comments
				Actuals		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	
LD LPI 1	New Equality framework. (replaces equality standard above in 2008/10)	Q	S	n/a	Level 2	Level 2	Level 2	S	Level 2	Level 2	Level 2	Level 2	Level 2	Level 2	Level 2	Level 2	Level 2	BDC reached Level 3 of the Equality Standard for Local Government in April 2009. The Standard was replaced by the Equality Framework and our assessment migrated to the new system as Level 2 - Achieving. This assessments lasts until April 2012. We have been advised that as we were assessed under the old system the Council is not necessarily fully at the Achieving level. There will be a paper review of where we are in May 2010 with a consultant from the IDeA who will advise on whether there are still any gaps to be addressed to confirm the Achieving level and what we will need to do to reach Level 3 of the Equality Framework which is Excellent

**Human Resources & Organisational Development**

LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	2008/09		2009/10														
				Actuals		Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	Feb Target	Feb Actual	Target & trend	Mar Target	Mar Actual	Target & trend	Outturn	Outturn Target &Trend	
				10.66	6.39	7.17	I	7.18	7.70	S	7.97	8.31	W	8.75	9.12	W	9.12	8.75	9.12	Although there was a slight increase in the number of reported absences within March, the year end figure is within 10% of target

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**2009/10 Monthly Performance figures**

Ref	Description	Freq	Cum or Snap	2009/10 Monthly Performance figures											
				Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
NI 191	Residual Household waste per household	M	C	48.61	50.01	49.12	49.00	49.04	49.03	48.27	50.13	54.61	49.32	45.74	50.11
			Actual	52.56	48.10	50.50	52.11	45.49	48.33	51.33	51.45	58.47	46.53	46.75	53.44
			numerator denominator	2,040.68 38,828	1,867.76 38,828	1,960.96 38,828	2,023.16 38,828	1,770.84 38,929	1,881.36 38,929	1,998.31 38,929	2,002.82 38,929	2,276.36 38,929	1,811.34 38,929	1,820.10 38,929	2,080.54 38,929
NI 192	Percentage of household waste re-used, recycled and composted	M	C	32.07	31.98	32.58	33.12	33.78	34.29	34.51	34.57	24.32	33.16	32.68	32.72
			Actual	39.30	42.29	42.19	41.85	42.41	43.32	36.86	33.85	23.04	26.28	27.25	31.37
			numerator denominator	1,321.289 3,361.969	1,368.698 3,236.478	1,430.866 3,391.822	1,455.837 3,478.997	1,303.929 3,074.769	1,437.871 3,319.231	1,166.589 3,164.899	1,024.906 3,027.726	681.460 2,957.818	645.868 2,457.204	652.866 2,396.109	951.108 3,031.648
NI 195	Improved street & environmental cleanliness - graffiti	M*	C									5			
NI 195	Improved street & environmental cleanliness - litter	M*	C									1			
			Target									13			
NI 195	Improved street & environmental cleanliness - debris	M*	C									9			
			Target									20			
NI 195	Improved street & environmental cleanliness - fly posting	M*	C									23			
			Target									1			
NI 196	Improved street and environmental cleanliness - fly tipping	M	C									2			
			Actual									2			
LPI Depot	Number of missed household waste collections	M	C	95	95	95	95	95	95	95	95	95	95	95	95
			Actual	129	123	127	67	68	49	79	59	50	74	38	89
LPI Depot	Number of missed recycle waste collections	M	C	20	20	20	20	20	20	20	20	20	20	20	20
			Actual	18	6	20	18	9	5	9	13	4	18	21	14
	Total crimes	M	C	459	475	459	475	475	459	475	459	475	475	429	475
			Actual	459	409	427	488	473	431	408	415	402	437	420	505
NWBCU1	The number of domestic burglaries	M	C	32	33	32	33	33	32	32	33	33	33	30	33
			Actual	35	13	33	16	25	23	11	19	23	39	43	45
NWBCU2	The number of violent crimes	M	C	76	85	85	82	85	79	77	71	69	70	63	76
			Actual	81	81	75	93	103	107	83	66	87	104	82	94



M\* = in the months when available  
( 3 times per year)

**Planning & Environment Services**

NI157	M	Target	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00			
		Actual	100.00	n/a	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00		
NI157	M	numerator	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
		denominator	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	
NI157	M	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00		
		Actual	92.00	70.00	94.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	70.00	94.00	100.00	
NI157	M	numerator	12	7	15	12	7	15	12	7	15	12	7	15	12	7	15	16	22	
		denominator	13	10	16	10	16	10	16	10	16	10	16	10	16	10	16	17	23	33
NI 155	Q	Target		20																
		Actual		22																20
NI 156	Q	Target		< 34																
		Actual		15																< 34
LP Housing	Q	Target	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34	34
		Actual																		
LP Housing	Q	Target	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38	38
		Actual																		
LP Housing	Q	Target	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
		Actual																		
LP Housing	Q	Target																		
		Actual																		
LP Housing	Q	Target																		
		Actual																		
LP Housing	Q	Target																		
		Actual																		

**E-gov & customer services**

CSC	M	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		Actual	8,599	6,714	7,870	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277	8,277
CSC	M	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	4,631	4,203	4,580	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452	4,452
CSC LPI 3.1	M	Target	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00	95.00
		Actual	99.00	99.00	99.00	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50	93.50
CSC LPI 3.2 % of Calls Answered	M	Target	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
		Actual	89.00	92.00	92.00	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60	86.60
CSC LPI 3.3 Average Speed of Answer (seconds)	M	Target	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
		Actual																		

		W1										W2	
		21	16	16	29	20	24	13	15	11.00	23.00	23.00	27.00
		Actual											
<b>Chief Executives</b>													
LPI	Number of complaints received (Council wide) Monthly. Source new complaints system.	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CCPP01 (SS)		Actual	25	22	20	12	5	12	11	10	34	12	25
LPI	Number of complaints received (Council wide)	M	C	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
CCPP03 (SS)		Actual	4	2	4	5	1	7	6	7	6	11	12
LPI	Community transport income (£)	M	C	Target	n/a	n/a	n/a	n/a	275	300	325	350	375
CCPP05 (DM)		Actual	n/a	n/a	n/a	n/a	n/a	298	373	204	122	268	485

<b>Financial Services</b>													
		M		Q		Q		Q		Q		Q	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
NI 181	Time taken to process HB/CT benefit new claims or change events	C	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
		numerator	11.17	10.29	14.58	12.73	12.73	6.38	6.74	10.98	11.86	3.79	8.70
		denominator	12.836	13.475	18.746	16.342	16.342	12.919	9.656	9.411	12.047	8591.00	8550.00
	Total value of HB overpayments outstanding at the start of the quarter (£)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Actual	1,149	1,309	1,286	815	1,284	2,025	1,432	857	1016	2284	983
	Total value of HB overpayments identified during the quarter (£)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Actual	N/A	N/A	556,379	549,844	549,844	567,503	567,503	567,503	567,503	609,755	609,755
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Actual	N/A	N/A	69,494	64,054	64,054	103,507	103,507	103,507	103,507	75,772	75,772
	Maximum % of the outstanding HB overpayments debt written off during the quarter.	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Actual	N/A	N/A	13	8	8	8	8	8	8	8	8
NI 179	VFM - Total net value of on-going cash releasing VFM gains since the start of 2009-09 (£'000)	Q	C	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		Actual	0.150	0.150	0.150	0.36	0.36	1.47	1.47	1.47	1.47	1.47	1
	Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00
		Actual	80.88	83.71	84.77	83.83	83.83	83.69	84.59	78.47	81.71	80.79	94.50
FP001	Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00
		Actual	99.34	98.39	97.97	98.42	98.42	98.17	98.49	96.32	95.47	98.51	99.77

<b>Legal, Equalities and Democratic Services</b>													
		Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q </th></th></th></th></th>		Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q </th></th></th></th>		Q <th colspan="2">Q <th colspan="2">Q <th colspan="2">Q </th></th></th>		Q <th colspan="2">Q <th colspan="2">Q </th></th>		Q <th colspan="2">Q </th>		Q	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
LD LPI1	New Equality framework (replaces equality standard above in 2009/10)	C	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		Actual	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

<b>Human Resources &amp; Organisational Development</b>													
		M		M		M		M		M		M	
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71
		Actual	0.85	0.93	1.15	1.16	0.84	0.51	0.50	0.53	0.61	0.61	0.71

## BROMSGROVE DISTRICT COUNCIL

17th May 2010

### PERFORMANCE MANAGEMENT BOARD

#### IMPROVEMENT PLAN EXCEPTION REPORT [March 2010]

Responsible Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

#### **1. SUMMARY**

- 1.1 To ask the Board to consider the Improvement Plan Exception Report for March 2010 (Appendix 1).

#### **2. RECOMMENDATION**

- 2.1 That PMB considers and approves the revisions to the Improvement Plan Exception Report attached as Appendix 1, and the corrective action being taken.
- 2.2 That PMB notes that for the 85 actions highlighted for March within the plan 67.1% of the Improvement Plan is on target [green], 4.7% is one month behind [amber] and 3.5% is over one month behind [red]. 24.7% of actions have been reprogrammed or suspended with approval<sup>1</sup>; these include some of the Town Centre actions (due to delays with the AAP) and the working practices review (due to shared services).
- 2.3 This month's performance is shown on the first page of Appendix 1.

#### **3 BACKGROUND**

- 3.1 July 2008 Cabinet approved the Improvement Plan 2008/09. The Improvement Plan is directly linked to the four corporate priorities and thirteen enablers identified in the Council Plan 2009/2012.
- 3.2 The Improvement Plan is designed to help monitor the detailed actions flowing from the Council Plan, which will help move the Council forward to excellent in the medium term.
- 3.3 There were 4 amber and 3 red activities this month for the following areas of the Improvement Plan:-

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<sup>1</sup> NB reprogrammed actions are those that have been moved to a later point in the year. Suspended actions are those which have been suspended completely for the period covered by the Plan.

<b>Ref.</b>	<b>Council Plan Balanced Scorecard Reference</b>	<b>Number</b>
CP1	Town Centre	2
FP2	Governing the Business	1
PR3	Joint CEO with Redditch Borough Council	1
PR5	Planning	3

3.4 The re-programmed and suspended actions Plan are:-

<b>Ref.</b>	<b>Action</b>	<b>Reason</b>
1.1.3	Town Centre AAP	Suspended
1.2.4	Design for High Street	Suspended
1.6.2	Transport multi-modal study	Suspended due to delays with preferred option consultation
3.3.6	Equalities monitoring	Suspended
5.4.7, 5.4.9	Budget Jury	Suspended
7.3.3	Climate Change Matrix	Suspended due to changed approach
9.1.3	CSC Performance reports	Suspended due to suspension of Customer First Board
9.2.1	Action Plan monthly review	Suspended due to suspension of Customer First Board
10.2.2	Code of Conduct for Members	Suspended due to Government delays
12.3.2	Grants Policy	Suspended due to capacity issues
13.2.4	RSS Phase 3	Suspended as this phase has been abolished
14.1.5	Bromsgrove Way training	Suspended due to revised approach
14.2.7	Investors in People	Suspended due to revised approach
15.2.1	Harmonisation	Suspended until 10/11
15.3.4	Workforce Plan	Suspended until 10/11
16.1.1, 16.1.2, 16.1.3, 16.1.5	Working practices review	Suspended due to prioritisation of harmonisation
16.4.1	Employee health & wellbeing programme	Suspended

#### **4. FINANCIAL IMPLICATIONS**

4.1 No financial implications.

#### **5. LEGAL IMPLICATIONS**

5.1 No legal implications.

#### **6. COUNCIL OBJECTIVES**

6.1 The Improvement Plan relates to all of the Council's objectives and priorities.



## 7. RISK MANAGEMENT

<b>Corporate Risk Title</b>	<b>Improvement Plan Reference</b>
KO1: Effective Financial Management and Internal Control	FP1 – Managing Finances
KO2: Effective corporate leadership	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO3: Effective Member / Officer relations	PR2 –Political Governance HROD1 – Learning & Development
KO4: Effective Member / Member relations	PR2 –Political Governance HROD1 – Learning & Development
KO5*: Full compliance with the Civil Contingencies Act and effective Business Continuity	PR1 – Customer Processes
KO6: Maximising the benefits of investment in ICT equipment and training	PR1 – Customer Processes
KO7: Effective partnership working	PR4 – Improved Partnership Working
KO8: Effective communications (internal and external)	PR1 – Customer Processes
KO9: Equalities and diversity agenda embedded across the Authority	CP3 – Sense of Community FP4 – Managing Performance
KO10: Appropriate investment in employee development and training	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO11: Effective employee recruitment and retention	HROD1 – Learning & Development HROD2 – Modernisation HROD3- Positive Employee Climate
KO12: Full compliance with all Health and Safety legislation	HROD3- Positive Employee Climate
KO13: Effective two tier working and Community Engagement	CP3 – Sense of Community PR4 – Improved Partnership Working
KO14: Successful implementation of Job Evaluation	HROD2 - Modernisation
KO15: All Council data is accurate and of high quality	FP1 – Managing Finances FP4 – Managing Performance
KO16: The Council no longer in recovery	FP1 – Managing Finances FP2 – Governing the Business FP3 – Managing Resources FP4 – Managing Performance PR2 –Political Governance
KO17: Effective Projects Management	FP1 – Managing Finances
KO19: Effective Business and Performance Management	FP4 – Managing Performance
KO20: Effective Customer Focused Authority	CP3 – Sense of Community PR1 – Customer Processes

\* KO5 and KO18 have been merged

**8. CUSTOMER IMPLICATIONS**

8.1 The Improvement Plan includes a range of actions to deliver the Council's Customer First value. Please see section PR1 of the Improvement Plan.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 Please see sections CP3 and FP4 of the Improvement Plan

**10. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT**

10.1 See sections FP1-FP3 of the Improvement Plan

**11. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY**

11.1 See section FP3 of the Improvement Plan

**12. HUMAN RESOURCES IMPLICATIONS**

12.1 See sections HR&OD1-HR7OD3 of the Improvement Plan

**13. GOVERNANCE/PREFORMANCE MANAGEMENT IMPLICATIONS**

13.1 See sections FP4 and PR2 of the Improvement Plan

**14. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF THE CRIME AND DISORDER ACT 1998**

14.1 See section CP3 of the Improvement Plan

**15. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No
Chief Executive	At CMT
Executive Director (S151 Officer)	At CMT
Executive Director – Leisure, Cultural, Environmental and Community Services	At CMT
Executive Director – Planning & Regeneration, Regulatory and Housing Services	At CMT
Director of Policy, Performance and Partnerships	Yes
Head of Service	At CMT

Head of Resources	<b>At CMT</b>
Head of Legal, Equalities & Democratic Services	<b>At CMT</b>
Corporate Procurement Team	<b>No</b>

**16. WARDS AFFECTED**

16.1 All wards.

**17. APPENDICES**

17.1 Appendix 1 Improvement Plan Exception Report March 2010.

**15. BACKGROUND PAPERS:**

15.1 The full Improvement Plan for March can be found at [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) under meetings Minutes and Agendas. A hard copy is also left in the Members' Room each month.

**AUTHOR OF REPORT**

Name: Rebecca Dunne  
E Mail: r.dunne@bromsgrove.gov.uk  
Tel: (01527) 881616

# Exception Report for March 2010 Improvement Plan

# Appendix 1

## PROGRESS IN 2009/10

Overall performance as at the end of March 2010, in comparison with the previous year, is as follows: -

July 2008			August 2008			September 2008			October 2008			November 2008			December 2008		
RED	11	8.6%	RED	17	14.4%	RED	16	11.9%	RED	15	10.6%	RED	12	8.7%	RED	13	9.9%
AMBER	3	2.3%	AMBER	4	3.4%	AMBER	8	6.0%	AMBER	7	5.0%	AMBER	8	5.8%	AMBER	5	3.9%
GREEN	114	89.1%	GREEN	96	81.4%	GREEN	99	73.9%	GREEN	104	73.8%	GREEN	106	76.8%	GREEN	100	76.3%
REPRO	0	0%	REPRO	1	0.8%	REPRO*	11	8.2%	REPRO	15	10.6%	REPRO	12	8.7%	REPRO	13	9.9%

January 2009			February 2009			March 2009			April 2009			May 2009			June 2009		
RED	0	0%	RED	2	1.5%	RED	3	2.9%	RED	3	3.2%	RED	3	3.85%	RED	1	1.2%
AMBER	4	3.6%	AMBER	3	2.3%	AMBER	5	4.9%	AMBER	5	5.4%	AMBER	3	3.85%	AMBER	0	0%
GREEN	95	86.4%	GREEN	112	86.2%	GREEN	80	78.5%	GREEN	71	76.3%	GREEN	60	76.9%	GREEN	70	82.3%
REPRO	11	10.0%	REPRO	13	10.0%	REPRO	14	13.7%	REPRO	14	15.1%	REPRO	12	15.4%	REPRO	14	16.5%

July 2009			August 2009			September 2009			October 2009			November 2009			December 2009		
RED	0	0%	RED	0	0%	RED	4	3.8%	RED	2	2.1%	RED	2	2.1%	RED	4	4.3%
AMBER	11	13.3%	AMBER	6	8.5%	AMBER	9	8.7%	AMBER	9	9.6%	AMBER	5	5.3%	AMBER	5	5.4%
GREEN	67	80.7%	GREEN	60	84.5%	GREEN	79	76%	GREEN	70	74.5%	GREEN	71	74.7%	GREEN	70	75.3%
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO	3	3.2%	REPRO	1	1.1%
SUSP	5	6%	SUSP	5	7%	SUSP	12	11.5%	SUSP	13	13.8%	SUSP	14	14.7%	SUSP	13	13.9%

January 2010			February 2010			March 2010			April 2010			May 2010			June 2010		
RED	6	7.2%	RED	4	5.2%	RED	3	3.5%	RED			RED			RED		
AMBER	3	3.6%	AMBER	4	5.2%	AMBER	4	4.7%	AMBER			AMBER			AMBER		
GREEN	64	77.1%	GREEN	51	66.2%	GREEN	57	67.1%	GREEN			GREEN			GREEN		
REPRO	0	0%	REPRO	0	0%	REPRO	0	0%	REPRO			REPRO			REPRO		
SUSP	10	12.1%	SUSP	18	23.4%	SUSP	21	24.7%	SUSP			SUSP			SUSP		

# Exception Report for March 2010 Improvement Plan

# Appendix 1

Where: -

	On Target or completed		One month behind target or less		Over one month behind target		Original date of planned action		Re-programmed date.*		Suspended**
--	------------------------	--	---------------------------------	--	------------------------------	--	---------------------------------	--	----------------------	--	-------------

\* NB. Reprogrammed actions are those that have been moved to a later point in the year. They are not actions that have been extended and they do not appear on the exception report once they have received approval.

\*\*NB. Suspended actions are those that have been suspended completely for the period covered by the Improvement Plan

An Exception Report detailing corrective actions follows:

CP1: Town Centre																	
Ref	March 2010 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
1.1.1	Engage specialist organisation to complete unified vision		Work will recommence on the AAP early 2010.												JS	Mar 10	Apr 10
1.1	<b>Agreement on preferred option of Area Action Plan</b>																
1.1.1	Engage specialist organisation to complete unified vision	JS														<p>The listing of Parkside has delayed the resumption of the work on the AAP and the preferred option. However, it would appear that the police and fire service have now secured an alternative site and are awaiting the outcome of a HMIC report and a final decision from the Police Committee before commencing work on the building although there is sufficient money to secure the site. It is anticipated that work will recommence on the AAP early 2010. The unified vision will be completed by April with the AAP itself being completed by June 2010. However, it is not likely to receive official approval until April 2011.</p>	

<b>CP1: Town Centre</b>																	
Ref	March 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
1.5.4	Work on site commences				Work cannot start until the design and funding issues can be resolved. Executive Director Planning and Regeneration attended a meeting with Network Rail on 24 March where a funding gap has reappeared.										JS	Mar 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.5 Train Station</b>																	
1.5.4	Work on site commences	JS														Work cannot start until the design and funding issues can be resolved. Executive Director Planning and Regeneration attended a meeting with Network Rail on 24 March where a funding gap has reappeared.	

<b>FP2: Governing the Business (including Value for Money)</b>																	
Ref	March 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues				Due to amount of areas to be considered as part of final accounts training was delayed- to be re-evaluated as part of WETT.										JLP	Mar 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>6.3 Effective risk management</b>																	
6.3.9	Provide training to Audit Board on Internal Control and Risk Management Issues	JLP														Due to amount of areas to be considered as part of final accounts training was delayed- to be re-evaluated as part of WETT.	

<b>PR3: Joint CEO with Redditch Borough Council</b>																	
Ref	March 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
11.1.1	Business cases submitted to Full Council				Economic Development business case delivered in accordance with revised timeline of March – shared services proposals for Wyre Forest to host a Shared Service – to be considered by Shared Services Board in April.										KD	Mar 10	Apr 10
<b>11.1</b>	<b>Medium wins</b>																
11.1.1	Business cases submitted to Full Council	KD															Business cases agreed for IT and CCTV / Lifeline. Economic Development business case delayed due to issues of capacity at Wyre Forest – delivered in accordance with revised timeline of March – shared services proposals for Wyre Forest to host a Shared Service – to be considered by Shared Services Board in April.



<b>PR5: Planning</b>																		
Ref	March 2010 Action	Colour	Corrective Action													Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
13.1.1	Attend Project Delivery Board Meetings		Board meetings have been suspended whilst planning appeal was taking place. Due to St Modwen's conduct in applying for costs through the planning appeal all strategic meeting between BCC BDC WCC and St Modwen have been cancelled whilst the city takes legal advice.														Mar 10	TBC
<b>13.1</b>	<b>Longbridge</b>																	
13.1.1	Attend Project Delivery Board Meetings															Board meetings have been suspended whilst planning appeal was taking place. Due to St Modwen's conduct in applying for costs through the planning appeal all strategic meeting between BCC BDC WCC and St Modwen have been cancelled whilst the city takes legal advice.		

<b>PR5: Planning</b>																	
Ref	March 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.2.3	Receive and respond to RSS2 Proposed Changes				Phase 2 proposed changes still being delayed as CLG take legal advice, GOWM have confirmed they hope to publish the changes before the end of July; this is obviously subject to the outcome of the election.										MD	Mar 10	Jul 10
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>13.2 Regional Spatial Strategy</b>																	
13.2.3	Receive and respond to RSS2 Proposed Changes	MD													Phase 2 proposed changes still being delayed as CLG take legal advice, GOWM have confirmed they hope to publish the changes before the end of July; this is obviously subject to the outcome of the election.		

<b>PR5: Planning</b>																	
Ref	March 2010 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.4.3	Quarterly Member Planning training				A number of training exercises took place in December; trying to arrange potential heritage update training for Members.											Mar 10	TBC
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>13.4 Effective Development Control Service</b>																	
13.4.3	Quarterly Member Planning training														A number of training exercises took place in December; trying to arrange potential heritage update training for Members.		

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

17TH MAY 2010

#### SHARED SERVICES

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Kevin Dicks, Chief Executive
Non-Key Decision	

#### 1. SUMMARY

1.1 To update the Board on the Shared Services project.

#### 2. RECOMMENDATION

2.1 It is recommended that the Board:

- i. Considers the project highlight report attached and makes any recommendations to Cabinet it thinks appropriate.

#### 3. BACKGROUND

3.1 The UK's financial position has changed dramatically in the last twelve months. Every public sector organisation is going to need to make significant savings over the next Parliament, in order to cope with the expected reductions in Central Government Grant whilst at the same time retain and improve services.

3.2 The District Council is comparatively well placed to respond to this agenda, through its shared services project with Redditch Borough Council and the Worcestershire Enhanced Two Tier (WETT) project.

#### Shared Services

3.3 Shared Services will see Bromsgrove District Council and Redditch Borough Council share services, both front office and back office, whilst remaining separate organisations. The project has proceeded as planned with a single Chief Executive and a number of "quick wins" like Elections and Community Safety. A single management team for both Councils has now been appointed. A project highlight report, supported by a risk register and issues log, is produced each month for the Shared Services Board, made of Members from both Councils. The latest highlight report is attached at **Appendix 1**.

## WETT Programme

- 3.4 Regulatory Services should be operational by 01 June 2010 and hosted by Bromsgrove and Redditch Councils. Property Services by 01 April 2010, hosted by Worcestershire County Council and Internal Audit by 01 April 2010, hosted by Worcester City Council.

## **4. FINANCIAL IMPLICATIONS**

- 4.1 The single management team will deliver a saving of £246,000 in 2010/2011. In addition savings from the joint arrangements with Redditch for CCTV, Lifeline and ICT will generate £120k from 2010/11.
- 4.2 The anticipated savings from the WETT programme are £150,000 in 2011/12.
- 4.3 It is anticipated that once the single management team is in place further reviews of joint working arrangements will be undertaken to generate additional savings and capacity to support the Council over the financial plan period.

## **5. LEGAL IMPLICATIONS**

- 5.1 Every shared service will have legal implications, particularly, if we are not the host authority. Each shared service whether with Redditch or with one of the other councils in Worcestershire will be supported by a detailed service level agreement (a form of contract).

## **6. COUNCIL OBJECTIVES**

- 6.1 Shared Services and WETT contribute to the Council Objective: Improvement and the priority: Value for Money.

## **7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS**

- 7.1 The main risks associated with the details included in this report are:

- Non delivery of savings.
- Non delivery of service improvements.

- 7.2 These risks are being managed as follows:

Risk Register: Shared Services.  
Key Objective Ref No: Separate Risk Register  
Key Objective: Separate Risk Register

**8. CUSTOMER IMPLICATIONS**

8.1 It is important to remember that while there is bound to be an emphasis on making savings our expectation is that each shared service will also seek to improve services to the customer. This will be achieved using techniques like lean systems, customer first training, customer services accreditation and the use of technology.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 None.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The whole report is concerned with value for money.

**11. CLIMATE CHANGE AND CARBON IMPLICATIONS**

11.1 The report is not directly concerned with climate change, but each new shared service will be expected to consider how to contribute to reducing CO2 emissions. The expectation is that each merged service will have one service business plan that includes a section on climate change.

**12. 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: See point about SLAs for each service.
Personnel: The single management team and shared services in general will have significant HR issues and we will need to ensure sufficient capacity for respond to this.
Governance/Performance Management: See previous point about SLAs.
Community Safety including Section 17 of Crime and Disorder Act 1998: The Community Safety service is one of the shared services.
Policy: None.
Biodiversity: None.

**13. OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	No.
------------------	-----

Chief Executive	Yes.
Executive Director – Regeneration, Planning and Housing	No.
Executive Director – Finance and Resources	No.
Executive Director and Deputy Chief Executive	No.
Director of Policy, Performance and Partnerships	No.
Head of Service	No.
Head of Financial Services	No.
Head of Legal, Equalities & Democratic Services	No.
Head of Organisational Development & HR	No.
Corporate Procurement Team	No.

**14. WARDS AFFECTED**

All.

**15. APPENDICES**

Appendix 1 – Shared Services Highlight report

**16. BACKGROUND PAPERS**

Not applicable.

**CONTACT OFFICER**

Name: Kevin Dicks  
E Mail: k.dicks@bromsgrove.gov.uk  
Tel: (01527) 881484

## Highlight Report

<b>Project: Shared Services / Transformation Project</b>			
<b>Calendar Week ending:</b>	<b>7/5/10</b>	<b>Report prepared by: K Dicks</b>	
<b>Status: Red/Amber/Green</b>	<b>Green</b>	<b>% Complete:</b>	<b>10%</b>
<b>Project Start</b>	<b>1/8/09</b>	<b>Projected Completion</b>	<b>1/1/13</b>
<b>Summary position:</b>			
<p>The main elements to this project and updates are as follows:</p> <ul style="list-style-type: none"> <li>• Elections – up and running.</li> <li>• Community Safety – up and running.</li> <li>• IT – the shared service between Bromsgrove and Redditch is now live, with 10 staff from Redditch having transferred to the employment of Bromsgrove District Council from 4th January 2010. All other work progressing in accordance with timescales. Consultation relating to the new ICT Team structure started on April 1st whilst the team itself is scheduled to be in place by the end of June.</li> <li>• CCTV / Lifeline – the CCTV/Lifeline service transferred to Redditch on 4th January 2010, with 21 staff transferring into the direct employment of Redditch Borough Council. Staff consultation on the proposed structure extended in order to ensure robust consultation with all staff. All other work progressing in accordance with timescales.</li> <li>• Economic Development (being led by Wyre Forest). North Worcestershire Economic Strategy and approach endorsed by Shared Services Board and Wyre Forest Cabinet on 20<sup>th</sup> April. Proposed that Wyre Forest lead. Will now go to Cabinet / Councils at all three North Worcestershire districts and more detailed business case developed.</li> <li>• Single Management Team – recruitment to Heads of Service posts completed 18<sup>th</sup> January. Unsuccessful candidates have left the Council. Head of Planning and Regeneration and Head of Customer Services appointed. New structure formally came into place on 20<sup>th</sup> April but new appointees agreed to take up functions earlier in order to make transition easier.</li> <li>• Transformation – discussions have been held with the WMIEP over support they could provide to the Transformation Agenda – including a site visit to Warwick District Council and Staffordshire Moorlands and High Peak Borough. A further 3 days were spent on systems thinking (facilitated by WMIEP) which included spending time within service departments in both councils and with partners to put the theory into practice. This will be used to work up the exact details of the next phases of the Shared Services / Transformation Programme are currently being</li> </ul>			

worked up with a view to them being available in draft by end of May.

Work continues for the HR team on reviewing the terms and conditions of employment (between the two Councils) and formulating proposals to harmonise them. This is scheduled for completion in the Autumn. SMT and Unions are involved throughout the process.

WETT programme continuing – detailed business cases for Internal Audit, Property and Regulatory Services have been agreed. Bromsgrove and Redditch will be host authority for Regulatory Services. Head of Service for Regulatory Service appointed by Joint Appointments Committee. Draft Statement of Partner Requirements (service standards) completed. Kevin Dicks chairs the WETT Regulatory Services Programme Board.

Review of cost sharing principles for procurement, payroll, elections and community safety completed.

<b>Key Tasks for next month</b>	<b>Measure of Success</b>
<ul style="list-style-type: none"> <li>• Progression of implementation for 4 approved business cases in accordance with timescales</li> </ul>	<ul style="list-style-type: none"> <li>• Projects progressing</li> </ul>
<ul style="list-style-type: none"> <li>• Further work on the development of the business case for North Worcestershire Economic Development Shared Service</li> </ul>	<ul style="list-style-type: none"> <li>• Business case progressing in accordance with timescales</li> </ul>
<ul style="list-style-type: none"> <li>• Risk register and mitigating actions to be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Register reviewed</li> </ul>
<ul style="list-style-type: none"> <li>• Continued work on review of Terms and Conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Work continuing</li> </ul>
<ul style="list-style-type: none"> <li>• Development of shared services / transformation programme</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Shared Services / Transformation programme developed</li> </ul>
<b>Risks, issues and concerns</b>	<b>Mitigating Action</b>
For full list of risks and mitigating action see separate risk log	Main risks are outlined in feasibility study and risk register (including mitigating actions) will be continually reviewed over the coming months. One risk, that of political buy in has increased. See report.
<b>Financial Update</b>	



Within budget

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## **BROMSGROVE DISTRICT COUNCIL**

### **PERFORMANCE MANAGEMENT BOARD**

**17th May 2010**

#### **PERFORMANCE MANAGEMENT BOARD PROPOSED WORK PROGRAMME**

Responsible Member	Councillor – Kit Taylor, Performance Management Board Chairman
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

#### **1. SUMMARY**

1.1 This report sets out the agreed work programme for 2010/11.

#### **2. RECOMMENDATIONS**

2.1 It is recommended that:

i. The Board considers the programme.

#### **3. BACKGROUND**

3.1 The Board now has an established programme for work, which links to the integrated financial/performance management cycle operated by the Council. This cycle will produce the usual run of reports, but the Board has an opportunity to consider including additional reports on areas it wishes to focus on.

#### **4. FINANCIAL IMPLICATIONS**

4.1 The proposed new timetable links to the financial planning cycle.

#### **5. LEGAL IMPLICATIONS**

5.1 No legal implications to the report.

#### **6. CORPORATE OBJECTIVES**

6.1 The Board's programme applies to all the Council's objectives.

#### **7. RISK MANAGEMENT**

7.1 The Board has previously expressed an interest in risk management. This falls under the remit of the Audit Board; however, PMB can make recommendations to this Board or Cabinet on issues around risk management identified through its work.

#### **8. CUSTOMER IMPLICATIONS**

- 9.1 The Board will receive customer complaints data during 2009/10 as part of the quarterly integrated financial and performance reports.

**9. OTHER IMPLICATIONS**

Procurement Issues N/A
Personnel Implications N/A
Governance/Performance Management N/A
Community Safety including Section 17 of Crime and Disorder Act 1998 N/A
Policy N/A
Environmental N/A
Equalities and Diversity N/A

**10. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	<b>Via E-Mail and at PMB.</b>
Chief Executive	<b>Via e-mail.</b>
Corporate Director (Services)	<b>Via e-mail.</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Via e-mail.</b>
Head of Financial Services	<b>Via e-mail.</b>
Head of Legal & Democratic Services	<b>Via e-mail.</b>
Head of Organisational Development & HR	<b>Via e-mail.</b>
Corporate Procurement Team	<b>No</b>

**11. APPENDICES**

Appendix 1 – PMB Proposed Work Programme 2010/11

**12. BACKGROUND PAPERS**

2008/09 PMB Work Programme.

**CONTACT OFFICERS**

Name: Hugh Bennett  
 E Mail: h.bennett@bromsgrove.gov.uk  
 Tel: (01527) 881430

**Performance Management Board Proposed Work Programme 2010/11**

Date	Agenda Item
Apr 10	<p>Period 11 09/10 Performance Report (distributed only, no meeting)</p> <p>Period 11 09/10 Improvement Plan Mark 4 progress report.</p> <p>DFG lean systems report (rolled forward to April to make room for training).</p> <p>Shared Services Highlight Report (rolled forward to April to make room for training).</p> <p>Staff Survey Results (if undertaken – now to be undertaken in 2010/11).</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan. (rolled forward to April to make room for training).</p> <p>Council Plan 2010-2013 (rolled forward to April to make room for training).</p> <p>PMB Work Programme 20010/2011 (rolled forward to April to make room for training).</p>
May 10	<p>Period 12 09/10 Performance Report</p> <p>Period 12 09/10 Improvement Plan Mark 4 progress Report</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme.</p>
Jun 10	<p>Period 1 10/11 Performance Report</p> <p>Period 1 Improvement Plan 2009/2010 Mark 5</p> <p>Shared Services Highlight Report</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>
Jul 10	<p>Period 2 10/11 Performance Report</p> <p>Period 2 10/11 Improvement Plan Mark 5</p> <p>Annual Financial and Performance Report 2009/2010.</p>

	<p>Shared Services Highlight Report</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme</p>
Aug 10	No meeting.
Sep 10	<p>Period 4 10/11 performance report</p> <p>Period 4 10/11 Improvement Plan Mark 5 progress report</p> <p>Shared Services Highlight Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Place Survey</p> <p>PMB Work Programme</p>
Oct 10	<p>Period 5 10/11 Performance Report.</p> <p>Period 5 10/11 Improvement Plan Mark 5 progress report.</p> <p>Shared Services Highlight Report</p> <p>Work Programme.</p>
Nov 10	<p>Quarter 2 10/11 Integrated Finance &amp; Performance Report.</p> <p>Period 6 10/11 Improvement Plan Mark 5 progress Report.</p> <p>Shared Services Highlight Report</p> <p>Community Strategy Annual Report</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Dec 10	<p>Period 7 10/11 Performance Report.</p> <p>Period 7 10/11 Improvement Plan Mark 5 progress report.</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme.</p>
Jan 11	<p>Period 8 10/11 Performance Report</p> <p>Period 8 10/11 Improvement Plan Mark 5 progress report.</p>

	<p>Shared Services Highlight Report.</p> <p>PMB Work Programme.</p>
Feb 11	<p>Quarter 3 10/11 Integrated Finance &amp; Performance report.</p> <p>Period 9 10/11 Improvement Plan Mark 5 progress report.</p> <p>Annual Artrix Performance Report.</p> <p>CAA Report.</p> <p>Quarterly Recommendation Tracker.</p> <p>Shared Services Highlight Report.</p> <p>Performance Management Strategy Annual Update.</p> <p>PMB Work Programme.</p>
Mar 11	<p>Period 10 10/11 Performance Report.</p> <p>Period 10 10/11 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight Report (rolled forward to April to make room for training).</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan.</p> <p>Council Plan 2011-2014</p> <p>PMB Work Programme 2011/2012.</p>

Unallocated Reports:-

Customer Access Strategy.

Data Quality Strategy 6 Month Update

Place Survey

Staff Survey

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