



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 14TH JUNE 2010, AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman), S. R. Colella, Mrs. A. E. Doyle, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 17th May 2010 (Pages 1 - 4)
4. Performance Report (April 2010) (Pages 5 - 24)
5. Shared Services Highlight Report (Pages 25 - 32)
6. Work Programme (Pages 33 - 40)
7. 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

4th June 2010

K. DICKS
Chief Executive

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

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

PRESENT: Councillors Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle,
Mrs. J. M. L. A. Griffiths, Ms. H. J. Jones (during Minute No's 1/10 to 8/10)
and C. B. Taylor

Observers: Councillor L. J. Turner

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

1/10 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor C. B. Taylor be elected Chairman of the Board for the ensuing municipal year.

2/10 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor Mrs. M. Bunker be elected Vice-Chairman of the Board for the ensuing municipal year.

3/10 **APOLOGIES FOR ABSENCE**

There were no apologies for absence. It was noted that a nomination to the Board had not yet been received from the Labour Group.

4/10 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

5/10 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 19th April 2010 were submitted.

Members were advised by the Director of Policy, Performance and Partnerships (PPP) that officers would be made aware of the Lean Systems process (as noted in Minute No. 95/09) at the Management Forum, which would be held shortly.

RESOLVED that the minutes be approved as a correct record.

6/10 **PERFORMANCE REPORT (MARCH 2010)**

The Board considered the Performance Report for March 2010. Members noted that there was a 9% decrease in the percentage of performance indicators that had met their target at the year end. After discussion it was agreed that the Director of PPP would investigate this and include his findings in the Performance Report for the Board meeting on 14th June 2010.

The Board gave particular consideration to the Dolphin Centre usage which had been highlighted as an area of potential concern in the report. The Director of PPP confirmed that the management of the Dolphin Centre had been transferred to the Leisure Trust with effect from 1st April 2010 and Members agreed that it would be useful to receive further information on performance indicators, pre and post handover. After further discussion it was agreed that the Head of Leisure and Cultural Services, together with the Portfolio Holder for Community Services be invited to a future meeting of the Board, to provide a report and feedback on this item.

Members shared their concern over the total value of Housing Benefit overpayments outstanding at the start of the quarter. After discussion it was agreed that the Director of PPP would provide a more detailed explanation of this item together with a comparative figure for the previous year, in the Performance Report for the Board meeting on 14th June 2010.

The Board discussed item SC4, Sports Development Usage and were advised that a review of Sports Development had been included in the Scrutiny Board Work Programme and the Scrutiny Board would receive an initial report from the Head of Leisure and Cultural Services in the autumn.

The Director of PPP confirmed that the Head of Environmental Services and the Portfolio Holder for Community Services would be asked to provide a Lessons Learnt Report in respect of the implementation of the new recycling arrangements for presentation to the Board meeting to be held on 14th June 2010.

RESOLVED:

- (a) that it be noted that 49% of performance indicators are stable or improving;
- (b) that it be noted that 69% of performance indicators that have a target have met their target at the year end (compared to 78% in 2008/09);
- (c) that the performance figures for March 2010 as set out in Appendix 2 are noted;
- (d) that the particular areas of improvement as summarised in section 4.2 are noted; and
- (e) that the performance indicators of particular concern as set out in section 4.3 are noted.

7/10 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2010)**

The Board considered the Improvement Plan Exception Report for March 2010 and discussed the following items in more detail:

- Progress made in the Council's move from a "fair" to an "excellent" Council.
- The Budget Jury which would be reinstated this year.
- Bromsgrove Way training – which had been suspended due to a revised approach being put forward.
- Employee health and wellbeing programme
- Planning and in particular Ref. 13.2.3 Receive and respond to RSS2 Proposed Changes and the delay that had taken place in publishing the changes.

The Board also discussed Ref. 1.5 the Railway Station and were informed that representatives from both Worcestershire County Council (WCC) and Network Rail had been invited to attend a recent Overview Board meeting, but had declined. The Overview Board was making further investigations into this issue and Members of the Performance Management Board agreed that if the relevant representatives were to attend a future Overview Board meeting, they would welcome an invitation to attend that meeting.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective action being taken are noted; and
- (b) that it be noted that for the 85 actions highlighted for March within the plan 67.1% of the Improvement Plan was on target (green), 4.7% was one month behind (amber) and 3.5% was over one month behind (red). 24.7% of actions have been reprogrammed or suspended with approval.

8/10 **SHARED SERVICES HIGHLIGHT REPORT**

The Board considered the Shared Services Highlight Report and was advised by the Director of PPP that the Burcot Room would be used to host Regulatory Services for efficiency purposes rather than from an income earning perspective.

With regard to the Financial Implications section of the report and the delivery of savings, the Director of PPP confirmed that the Selby approach to reporting income and savings targets had been adopted and the Board would receive the appropriate report for Quarter 1 at a future meeting.

The Board also discussed the transfer of staff into the direct employment of both Redditch and Bromsgrove Councils and the change of contract implications which arose from these transfers.

RESOLVED that the Shared Services Highlight Report be noted.

9/10 **WORK PROGRAMME**

Members considered the Work Programme and agreed that the following items should be included within the Work Programme:

- An evaluation of the pilot Mosaic scheme
- Budget management - Quarter 1 Outturn Report
- Staff Survey results

RESOLVED that the Work Programme be noted, subject to the inclusion of the items mentioned above.

The meeting closed at 7.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL

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APRIL (PERIOD 1) PERFORMANCE REPORTING

Relevant Portfolio Holder	Cllr Roger Hollingworth
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To report to Performance Management Board on the Council's performance at 30 April 2010 (period 1).

2. RECOMMENDATIONS

- 2.1 That The Board notes the changes to the corporately reported PI set and the changes to the structure of the report as described in section 3.3.
- 2.2 That The Board notes that 56% of PI's where information is available have met or their monthly target in April.
- 2.3 That The Board notes the performance figures for March 2010 as set out in Appendix 2.
- 2.4 That The Board notes the particular areas of improvement as summarised in section 4.2.
- 2.5 That The Board 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:-

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

- 3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1. As this is the first month of the new financial year summary figures for this month only are shown in this Appendix this time.

PERFORMANCE MANAGEMENT BOARD

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3.3 The set of corporately reported PI's has been 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. The revised set of PI's was proposed in the Council Plan. The format of the report remains the same but the order in which performance indicators are reported has changed. Indicators are grouped under the new Shared Services departments that are responsible for each PI. As this is the first report of the new financial year and because of the changes to the PI set then for this month the usual reporting as to whether performance is Improving, Stable or Worsening (the I,S,W analysis) is not reported. This will resume in the May performance report when it will be possible to compare performance in May to that in April.

4. KEY ISSUES

4.1 The proportion of PI's that have met their monthly target is low, at 56%, 26% of indicators have missed their monthly target by more than 10%.

4.2 There is no performance worthy of particular mention this month.

4.3 As this is the first month of the year it is too early to raise concerns about whether specific indicators might not meet their annual target. However, in general terms, the proportion of PI's that have not met their April target (44%) is not a good start to the new financial year. Whether this is a temporary 'blip' or is cause for concern will begin to become clearer when figures for May are available.

5. FINANCIAL IMPLICATIONS

5.1 None

6. LEGAL IMPLICATIONS

6.1 None

7. POLICY IMPLICATIONS

7.1 None

8. COUNCIL OBJECTIVES

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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

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.

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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 (annual leave)
Executive Director (S151 Officer)	Yes (at CMT)
Executive Director – Leisure, Cultural, Environmental and Community Services	Yes (at CMT)
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Yes (at CMT)
Director of Policy, Performance and Partnerships	Yes (at CMT)
Head of Service	Yes (at CMT)
Head of Resources	Yes (at CMT)
Head of Legal, Equalities & Democratic Services	Yes (at CMT)

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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

AUTHOR OF REPORT

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SUMMARY - Period 1 (April) 20010/11					
Monthly (April) performance					
	No.	%age ³		No.	%age ³
Improving or stable.	n/a		On target	19	56%
Declining	n/a		Missing target by less than 10%	6	18%
No data	n/a		Missing target by more than 10%	9	26%
			No data ²	6	
Total Number of Indicators reported this period¹	0		Total Number of Indicators reported this period¹	40	

Notes

- 1 - This figure shows the total number of indicators reported in Appendix 2 for this period. This will vary 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 are activity measures (e.g. monthly call volume). These indicators will be included in the 'no data' category
- 3 - The percentage figure shown is the percentage of the number of indicators for which relevant data is available the total number of indicators reported this period.

APPENDIX 1

Estimated Outturn		
	No.	%age³
On target	31	89%
Missing target by less than 10%	4	11%
Missing target by more than 10%	0	0%
No data²	5	
Total Number of Indicators reported this period¹	40	

y as some indicators are reported monthly,

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targets because they are new indicators this year, others

ount where comparisons cannot be made.

is available this period, not

Performance Indicators Period 01 (April 2010)

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Comments
					April Target	April Actual	Target & Trend	
Environment Department								
NI 191	Residual Household waste per household (KG)	M	C	581.13	47.55	52.89		Trade waste figures not yet received. Only glass recycling bank figures received due to early call date for data. Likely to reduce to 50.3 bringing this in better than previous month
NI 192	Percentage of household waste re-used, recycled and composted	M	C	37.4	44.09	40.27		Trade waste figures not yet received. Only glass recycling bank figures received due to early call date for data. Likely to increase to 41% therefore improving figure even more
	Number of missed waste collections	M	C	1107	125	167		86 missed recycling collections, 50 missed household collections, 31 missed garden waste
	Town Centre Car Park Usage (av per month)	M	S	126,928 (ave)	126,875	125,929		slightly below target

Community Services

	Total Crime	M	C	5187	433	485		Total Crime is slightly off target. High Volume crime type is currently Violent Crime which we are currently developing strategies to tackle. Please see commentary below for Violent Crime. We are currently coordinating work to deal with disorder during the World Cup and ongoing work to reduce vehicle crime at beauty spots.
	The number of domestic burglaries	M	C	321	30	25		Domestic Burglary within Bromsgrove is on target - however work will continue to monitor known offenders with domestic burglary habits.

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Comments	
					April Target	April Actual	Target & Trend		
	The number of violent crimes	M	C	1046	88	107	1,038	1,057	Violent Crime continues to be off target and is connected to domestic related incidents and ABH connected to the Night Time Economy - a number of actions have been delivered which we hope to see the benefit of such as the approval of the planning application to build a smoking area to the rear of the Love to Love nightclub and the introduction of taxi ranks. A Domestic Violence profile has just been completed and we will be working with stakeholders including the County Domestic Violence Coordinator to develop a local project to tackle this issue.
	The number of robberies	M	C	44	4	6	54	56	Slightly off target but of low quantity by the Community Safety Partnership. However each robbery offence is dealt with as priority offence by West Mercia Police and dealt with accordingly.
	The number of vehicle crimes	M	C	672	55	47	664	656	Vehicle Crime is on target and during April is predominantly because of the success of Operation Everest - which involved high visibility presence at beauty spot car parks and raising awareness to secure vehicles and remove valuables. As a result of this operation there were no offences during the Easter weekend which is a notoriously bad weekend for offences. Work is underway to extend this operation throughout the summer months.
	The number of Criminal Damage Incidents	M	C	908	74	64	890	880	Criminal Damage is also on target due to high visibility presence in key wards. Historically criminal damage offences have been to public property, fences and graffiti. There is ongoing work within the Community Safety Partnership to tackle these issues through the delivery of an Environmental Crime Action Plan.
	Monthly Shopmobility Centre Usage	M	S	144 (ave)	160	141	160	160	

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Est. Outturn Target & Trend	Comments
					April Target	April Actual	Est. Outturn		
	Community transport usages	M	C	n/a	n/a	n/a	1680	1680	Information not yet available
	Private dispersed Lifeline customer numbers - new customers	M	S		20		215	215	Most referrals this month have been through word of mouth.
	Private dispersed Lifeline customer numbers - Leavers	M	S		9		137	137	5 Service Users passed away, 2 went into nursing homes and 2 have prolonged hospital stays.
	Private dispersed Lifeline customer numbers - net gain	M	S		11		78	78	A net gain of 11 customers without significant marketing activity is a good start to the year.
	Private dispersed Lifeline customer numbers - total private dispersals	M	S		11		78	78	A net gain of 11 customers without significant marketing activity is a good start to the year.
	Number of lifeline calls received	M	S		612		679	679	This is based on the information above.
	% of lifeline calls answered within 1 minute	M	S		99.94%		98.50	98.50	The target of 98.5% is a nationally recognised acceptable standard set by the Telecare Industry Authority
	Number of CCTV incidents (activity measure)	M	C		315		n/a	n/a	Activity Measure
	% of CCTV incidents which are proactive monitoring	M	C		60		n/a	n/a	Baseline
	Number of CCTV evidential seizures	M	C		33		n/a	n/a	Baseline

Leisure & Cultural Services

	Number of locally delivered diversionary sessions	M	C	163	30		185	185	Target exceeded due to delivery of Holiday Community Coaching Sessions and Weekly Community Football Session.
	Numbers of users attending diversionary activities.	M	C	617	64		720	720	Target exceeded due to delivery of Holiday Community Coaching Sessions and Weekly Community Football Session.
	Number of attendances at arts events	M	C	23,728	100		25,750	25,750	We have exceeded April target. Additional Shindig figures are missing due to staff sickness, but will be added at a later date. Therefore actual figure will increase. Good weather at St Georges Day Event contributed to successful turn out.

Ref	Description	2009/10 outturn	Cum or Snap?	Freq. of reporting	2010/11			Comments
					April Target	April Actual	Est. Outturn Target & Trend	
	Dolphin Centre Usage	415,407	C	M	34,056	34,301	413,000	Dolphin Centre usage figure has exceeded target for the month of April.
	Sports development usages	30,095	C	M	1,966	2,060	30,600	Target exceeded due to continued delivery of regular programmes including PSP, Mobility, Community Sessions and also due to the success of Holiday Activities at the Easter period.

Finance & Resources Department

NI181	Time taken to process HB/CT benefit new claims or change events (days)	9.12	C	M	12.00	19.61	12.00	There was a number of staff on leave during April due to Easter and school holidays. In addition to this there is more incoming post than usual during the months of Feb, March and April meaning the workload has increased. We currently have a slight backlog that shall be address by offering staff overtime in May and June.
	Percentage of invoices paid within 10 days of receipt	83.00	C	M	90.00	86.69	90.00	Invoices paid within 10 days is slightly below the target because of delays with authorising due to the bank holiday
FP001	Percentage of invoices paid within 30 days of receipt	98.00	C	M	98.00	99.61	98.00	On Target
LPI (formerly BV12)	The average number of working days lost due to sickness.	9.12	C	M	0.71	0.78	8.75	There has been no change in the level of sickness absence from the previous month, therefore the year starts as AMBER

Customer Services

	Monthly Call Volumes Customer Contact Centre (activity measure)	S	M	n/a	9,914	n/a	n/a	Calls to the contact centre have fallen by 10% compared to last month. Call volumes remain high but overall call volume handled by customer services has reduced by 10.5% compared to last month, this is expected following council tax billing and matches previous trends. Calls to the contact centre and the council switchboard both follow this reduction trend equally
	Monthly Call Volume Council Switchboard (activity measure)	S	M	n/a	4,799	n/a	n/a	Call volume to the Council switchboard has fallen by 11% compared to last month

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Comments
					April Target	April Actual	Target & Trend	
	Resolution at First Point of Contact all services (percentage)	M	S	95.00	85.00	97	85.00	Performance remains above target and is consistent with the monthly performance to date
	% of Calls Answered	M	S	85.00	85.00	86.00	20.00	Performance is under target this month and is being driven by sustained high call volumes and in particular the peaks of calls on three separate days this month call volume exceeded 900 calls per day. This is far in excess of the contact centres capacity to handle within the performance standards
	Average Speed of Answer (seconds)	M	S	20 (ave)	20.00	34.00	20.00	Performance remains under target this month and is being driven by sustained high call volumes and in particular the peaks of calls on three separate days this month call volume exceeded 900 calls per day. This is far in excess of the contact centres capacity to handle within the performance standards
	Number of complaints received (Council wide)	M	C	200		34	decreasing	A delay in the manufacturing of the brown bins has caused an increase in the number of complaints received as the knock on effect was customers did not receive them in time for the start of the green waste collections. Complaints received were - : 3 about parking machines not giving change, 1 about fly tipping not collected, 1 lack of info re changes to recycling service, 2 about bins not being placed back properly, 2 about missed collections, 19 about brown bins not being delivered in time for garden waste collection, 3 objections about planning applications, 1 about procedure at planning committee and 2 about Benefits claims.

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Comments
					April Target	April Actual	Target & Trend	
	Number of compliments received	M	C	60	9		increasing	Compliments received were - 1 about Gymnastics Course organised by Sports Development, 1 about the Street Cleansing Team, 1 about excellent service from Waste and Recycling Teams and 6 about service provided by the Customer Service Centre Team

Legal, Equalities and Democratic Services

There are no Corporately reported PIs for this department

Planning & Regeneration

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	83.00	66.60		85.00	85.00	April saw 6 decisions on Major applications which is significant considering that the last Quarter of 2009/10 only saw 3 major applications being determined. The two applications that went out of time related to; Alvechurch School site where the S106 agreement was received 1 Day late and the Aldi Foodstore. In this instance there was a shift in the policy considerations during the processing of the application as a result of the publication of PPS4 and this required the submission of additional information.
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	87.80	88.30		85.00	85.00	In the last Quarter of 2009/10 minor applications returned to a more healthy number of 15 – 17 and April reflects this. Of the two out of time proposals one related to Oakland International which was called to Committee as was Berry Lane wind turbine proposal, which was subsequently refused.

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11			Comments
					April Target	April Actual	Target & Trend	
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	91.00	94.30		90.00	April (52) saw a reduction in other applications from the relatively high figure of March(62). Out of time applications were limited to the householder category, of these 3 one was called to committee (1 Pound Lane Frankley 09/0920) whilst 25 Stourbridge Road Hagley was due to late neighbour notification (10/0066) and 2 Church Lane was due to the need for a conservation area setting advert (09/0712)

Housing Department

Corporately reported PIs for this department are only reported quarterly

Regulatory Services

There are no Corporately reported PIs for this department

Policy, Performance and Partnerships

Corporately reported PIs for this department are only reported quarterly

Business Transformation

There are no Corporately reported PIs for this department

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2010/11 Monthly Performance figures

Ref	Description	Freq	Cum or Snap	2010/11 Monthly Performance figures													
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.		
NI 191	Residual Household waste per household (kg)	M	Target	47.55	47.84	47.60	48.38	47.12	47.68	47.09	48.57	53.04	46.98	44.23	48.21		
			Actual	52.89													
		numerator		2,058.94													
		denominator		38,929													
NI 192	Percentage of household waste re-used, recycled and composted	M	Target	44.09	47.89	46.56	45.93	44.70	45.33	42.77	38.61	26.03	32.34	29.03	36.41		
			Actual	40.27													
		numerator		1,388,040													
		denominator		3,447,120													
	Number of missed waste collections	M	Target	125	125	125	125	125	125	125	125	125	125	125	125		
		Actual	167														
	Town Centre Car Park Usage	M	Target	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875		
		Actual	125,929														

Environment Department

Community Services

	Total crimes	M	Target	433	447	433	447	447	433	447	433	447	447	404	447
		Actual	485												
	The number of domestic burglaries	M	Target	30	31	30	31	31	30	30	31	31	31	28	31
		Actual	25												
	The number of violent crimes	M	Target	88	91	92	96	97	90	87	78	78	80	74	87
		Actual	107												
	The number of robberies	M	Target	4	5	4	5	5	4	5	4	5	5	4	5
		Actual	6												
	The number of vehicle crimes	M	Target	55	56	55	56	56	55	56	55	56	56	51	56
		Actual	47												
	The number of criminal damage incidents	M	Target	74	77	59	93	74	81	74	76	59	63	70	90
		Actual	64												
	Shannonhilly Centre Ilseane	M	Target	160											
		Actual													

Performance Measure	Unit	Actual	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Sports development usages	M	Actual	34,301	2,514	2,849	2,686	2,351	1,941	3,064	3,540	1,171	1,983	2754	3,781	
	C	Target	1,966	2,514	2,849	2,686	2,351	1,941	3,064	3,540	1,171	1,983	2754	3,781	
	C	Actual	2,060												

Finance & Resources Department

Performance Measure	Unit	Actual	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
																Target
Time taken to process HB/CT benefit new claims or change events	M	Target	12.00													
	C	Actual	19.61													
Percentage of invoices paid within 10 days of receipt	M	numerator	21,202													
		denominator	1,081													
Percentage of invoices paid within 30 days of receipt	M	Target	90.00													
		Actual	86.69													
The average number of working days lost due to sickness.	M	Target	98.00													
		Actual	99.61													
	C	Target	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.71	0.79	0.78	
	C	Actual	0.78													

Customer Services

Performance Measure	Unit	Actual	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
																Target
Monthly Call Volumes Customer Contact Centre (activity measure)	M	Target														
		Actual	9,914													
Monthly Call Volume Council Switchboard (activity measure)	M	Target														
		Actual	4,799													
Resolution at First Point of Contact all services (percentage)	M	Target	85.00													
		Actual	97.00													
% of Calls Answered	M	Target	85.00													
		Actual	86.00													
Average Speed of Answer (seconds)	M	Target	20													
		Actual	34													
Number of complaints received (Council wide)	M	Target														
		Actual	34													
Number of compliments received (Council wide)	M	Target														
		Actual	9													

Planning & Regeneration

Performance Measure	Unit	Actual	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	
																Target
The percentage of major planning applications determined within 13 weeks	M	Target	85.00													
		Actual	66.60													
	C	numerator	4													
	C	denominator	6													
	M	Target	85.00													

NI157	The percentage of minor planning applications determined within 8 weeks	w	c											88.23									
			Actual numerator													15							
NI157	The percentage of other planning applications determined within 8 weeks	M	C	Target										90.00									
				Actual												94.30							
			numerator													49							
				denominator													52						

Housing Department
 Corporately reported PI's for this department are only reported quarterly

Policy, Performance and Partnerships
 Corporately reported PI's for this department are only reported quarterly

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

14TH JUNE 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 went live on 01 June 2010 and is hosted by Bromsgrove and Redditch Councils.

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.
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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

Project: Shared Services / Transformation Project			
Calendar Week ending:	4/6/10	Report prepared by: K Dicks	
Status: Red/Amber/Green	Green	% Complete:	12%
Project Start	1/8/09	Projected Completion	1/1/13
Summary position:			
<p>The main elements to this project and updates are as follows:</p> <ul style="list-style-type: none"> • Elections – up and running. • Community Safety – up and running. • IT – since the last highlight report key sub projects have gone live including the first phase of the new helpdesk system and the email & web filtering devices. The helpdesk will now be configured to enable improved management of calls logged and for Redditch to migrate to it before their existing system expires in September. Focus has now begun on the next major sub project which is the start of virtualization of the computer servers at both sites and migration of the email & calendar systems into one environment. Consultation on the proposed structure has been completed – recruitment to the managers post has been unsuccessful so we will now have to move to external recruitment. Majority of staff slotted in but there are a few gaps which will be recruited to. • 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 – this has now ended. Manager and Team Leaders have been appointed. Notice of risk of redundancy served and requests for Voluntary Redundancy considered and agreed which should mean remaining staff can be slotted in. Service will be transferred to RBC week commencing 7th June. All other work progressing in accordance with timescales. • Economic Development (being led by Wyre Forest). North Worcestershire Economic Strategy and approach endorsed by Shared Services Board and Wyre Forest Cabinet on 20th April. Proposed that Wyre Forest lead. Will now go to Cabinet / Councils at all three North Worcestershire districts and more detailed business case developed. • Single Management Team – recruitment to Heads of Service posts completed 18th 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 20th April but new appointees agreed to take up functions 			

Appendix 1

earlier in order to make transition easier. Head of Customer Services formally takes up post on 5th July (last remaining post).

- 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 Shared Services / Transformation Programme – this will be presented to the Shared Services Board at end of June.

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. Statement of Partner Requirements (service standards) completed. All staff TUPE's to Bromsgrove District Council on 1st June 2010 and the service is now live with the legal agreement signed by all partners. Kevin Dicks chairs the WETT Regulatory Services Programme Board.

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

Key Tasks for next month	Measure of Success
<ul style="list-style-type: none"> • Progression of implementation for 4 approved business cases in accordance with timescales 	<ul style="list-style-type: none"> • Projects progressing
<ul style="list-style-type: none"> • Further work on the development of the business case for North Worcestershire Economic Development Shared Service 	<ul style="list-style-type: none"> • Business case progressing in accordance with timescales
<ul style="list-style-type: none"> • Risk register and mitigating actions to be reviewed 	<ul style="list-style-type: none"> • Risk Register reviewed
<ul style="list-style-type: none"> • Continued work on review of Terms and Conditions 	<ul style="list-style-type: none"> • Work continuing
<ul style="list-style-type: none"> • Development of shared services / transformation programme 	<ul style="list-style-type: none"> • Draft Shared Services / Transformation programme developed
Risks, issues and concerns	Mitigating Action

Appendix 1

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.
Financial Update	
Within budget – detailed financial monitoring to be reported to next Shared Services Board.	

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

14th June 2010

PERFORMANCE MANAGEMENT BOARD PROPOSED WORK PROGRAMME

Responsible Member	Councillor – Kit Taylor, Performance Management Board Chairman
Relevant Head of Service	Hugh Bennett - Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

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. KEY ISSUES

4.1 Comprehensive Area Assessment, the regulatory framework for local government has just been abolished. The Board may wish to reconsider the programme the light of this recent change.

5. FINANCIAL IMPLICATIONS

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

6. LEGAL IMPLICATIONS

6.1 No legal implications to the report.

PERFORMANCE MANAGEMENT BOARD

14th June 2010

7. POLICY IMPLICATIONS

- 7.1 Comprehensive Area Assessment, the regulatory framework for local government has just been abolished. The Board may wish to reconsider the programme the light of this recent change.

8. COUNCIL OBJECTIVES

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

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 5.1 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.

10. CUSTOMER IMPLICATIONS

- 10.1 None arising directly from this report, but the work programme should have due regard to performance on customer service.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 None arising directly from this report, but the work programme should have due regard to performance on equalities and diversity.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

- 12.1 The Board will receive customer complaints data during 2010/11 as part of the quarterly integrated financial and performance reports.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

- 13.1 None for the purpose of this report.

14. HUMAN RESOURCES IMPLICATIONS

- 14.1 None for the purpose of this report.

PERFORMANCE MANAGEMENT BOARD

14th June 2010

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 The work programme forms part of the Council's governance/performance management framework.

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

16.1 The performance indicator report includes crime indicators.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None directly from this report.

18. LESSONS LEARNT

18.1 The Board have requested a lessons learnt report on the new waste recycling arrangements, which will come to the Board in July.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None arising directly from this report, however, the performance indicators are based on the Council's priorities, which in turn are based on community engagement feedback.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Via e-mail and at PMB
Chief Executive	Via e-mail
Executive Director (S151 Officer)	Via e-mail
Executive Director – Leisure, Cultural, Environmental and Community Services	Via e-mail
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Via e-mail
Director of Policy, Performance and Partnerships	Yes
Head of Service	Via e-mail

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

14th June 2010

Head of Resources	Via e-mail
Head of Legal, Equalities & Democratic Services	Via e-mail
Corporate Procurement Team	No

21. WARDS AFFECTED

All wards

22. APPENDICES

Appendix 1 - PMB Proposed Work Programme 2010/11

23. BACKGROUND PAPERS

PMB Work Programme 2009/10

24. KEY

None

AUTHOR OF REPORT

Name: Hugh Bennett
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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>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>Lessons Learnt Report – Waste Recycling</p> <p>Dolphin Centre Service Level Agreement</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 & 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 & 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 20011/2012.</p>

Unallocated Reports:-

Customer Access Strategy.

Data Quality Strategy 6 Month Update

Place Survey

Staff Survey