



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 20TH SEPTEMBER 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 19th July 2010 (Pages 1 - 6)
4. Quarter 1 2010/11 Integrated Finance and Performance Report (Pages 7 - 78)
5. Shared Services Report (Pages 79 - 106)
6. Work Programme (Pages 107 - 114)
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

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

10th September 2010

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

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

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

Observers: Councillor M. Webb

Officers: Mr. K. Dicks, Mr. G. Revans, Mr. J. Godwin, Mr. K. Hirons and
Ms. A. Scarce

11/10 APOLOGIES

An apology for absence was received from Councillor Mrs. M. Bunker.

Members asked for clarification as to when the vacant seat on the Board would be filled. The Chairman confirmed that he would be meeting the Leader on 28th July 2010, when this matter would be discussed.

12/10 DECLARATIONS OF INTEREST

No declarations of interest were received.

13/10 MINUTES

The Minutes of the Performance Management Board held on 17th May 2010 were submitted.

RESOLVED that the minutes be approved as a correct record.

14/10 RECYCLING AND GARDEN WASTE SERVICE - LESSONS LEARNED REPORT

The Chairman welcomed the Portfolio Holder for Community Services, Head of Environmental Services and Street Scene and Community Manager to the meeting and invited the Portfolio Holder to introduce the report.

The Portfolio Holder for Community Services explained that neither he nor the Head of Environmental Services had been involved in the implementation of the changes to the Recycling and Garden Waste Collection Services. He summarised the Lessons Learned Report, drawing Members' attention to the following points in particular:

- The early launch of the service changes and involvement of Members, Parish Councils and the public.
- The development of back office systems to assist implementation.
- The adverse weather conditions which had delayed delivery of some bins, adding additional pressure to the workload.
- The lack of a mechanism which “pinpointed” a bin to a particular property.
- The underestimate of the number of additional green bins required.
- The funding for purchase of new brown bins, which had been insufficient for 2010 applications, and required a further order to be submitted at a later date.

Members discussed how it might have been more appropriate for this report to have been submitted to the Scrutiny Board in order for them to carry out a more in depth investigation, as they were concerned that it was often the small things which could build up and lead to adverse publicity and be detrimental to residents’ perception of the Council and its services. However, it was agreed that overall the implementation of the new service had gone well and that a larger number of homes than expected had taken up the service.

The Board discussed in detail how the charge for the service was collected and how this would work in the future. Currently this was done by either cheque or cash and the Street Scene and Community Manager confirmed that a direct debit system was being considered, although this may prove to be difficult. It was anticipated that households would be sent a letter/invoice 2-3 months before the service would resume, allowing them an opportunity to take up the service again.

Members discussed the calendar which had been provided to residents and it was confirmed that this had caused some difficulties and had been misleading. The Head of Environmental Services confirmed that the format would be revised and that a survey of residents would be carried out shortly, covering the service as a whole. A question and answer session at the Council House was also planned. Members asked if this session could be taken out to other areas of the district and the Head of Environmental Services confirmed that this would be possible where appropriate.

The Board was informed that the Council had the highest level of uptake of the garden waste service in the County. The charge made was in line with that of other councils in the area, although it was understood that Malvern charged around £60. The service had expanded by 8% this year, which it was felt, showed that residents were happy to pay for a good service.

RECOMMENDED that the Cabinet ensure that positive publicity is taken from the success of the garden waste service.

RESOLVED that the Lessons Learned – Recycling & Garden Waste Service Report be noted.

15/10 **DOLPHIN CENTRE SERVICE LEVEL AGREEMENT**

The Chairman invited the Head of Leisure and Cultural Services to introduce the report. The Head of Leisure and Cultural Services advised Members that the Grant Fund Agreement at Appendix 1 of the report set out the key aims, service standards, objectives and performance targets, funding arrangements and associated management requirements, between Bromsgrove District Council and Wychavon Leisure Community Association Limited.

The key performance issues and targets contained within this document and discussed by Members, were:

- Quest (UK quality scheme for sports and leisure facilities) scores in 2011/12 and 2013/14.
- Increased user satisfaction for the service within a 2 year period.
- Development of user feedback process.
- Health and Safety and related management tools.
- Development of an effective staff training process to ensure delivery of high quality services.
- Usage information and increased participation rates.
- A Partnership Board to oversee the delivery of service.
- Climate Change and utility management.

The Board was concerned that the Dolphin Leisure Centre usage, as detailed in the Performance Report (Item No. 6 on the Agenda) was below target and the Head of Leisure and Cultural Services gave information on how the usage was likely to even out over the municipal year, together with the likely reason for the target not being met for May 2010. It was agreed that the Head of Leisure and Cultural Services would, however, pass on the Board's concerns to the Chief Executive of the Trust at his next meeting with him.

16/10 **PERFORMANCE REPORT (MAY 2010)**

The Board considered the Performance Report for May 2010. Members were particularly concerned about item 4.3 of the report and the number of performance indicators not meeting their targets. After discussion it was agreed that as it was only the second month of the year then there was sufficient time for performance to improve and be brought up to target, but that Members would keep a close check on those areas affected.

Members discussed the following areas in more detail:

- The number of violent crimes and robberies.
- The average speed of answer at the Customer Contact Centre. It was confirmed that this was created by a high demand due to Council Tax billing and brown bin delivery problems.
- Finance and Resource Department - National Indicator (NI) 181 (Time taken to process housing and council tax benefit new claims or change

events). Members were advised that this has now been addressed and that the small backlog had been worked through.

- Planning and Regeneration - NI 157. This was a good example of the balance between meeting a target and taking more time in order to reach the correct decision on a planning application.

RESOLVED:

- (a) that it be noted that 61% of performance indicators are stable or improving;
- (b) that it be noted that 45% of performance indicators that have a target have met their target as at the month end and that 85% are projected to meet their target at the year end;
- (c) that the performance figures for May 2010 as set out in Appendix 2 be noted;
- (d) that the particular areas of improvement as summarised in section 4.2 of the report are noted; and
- (e) that the performance indicators of particular concern as set out in section 4.3 of the report be noted.

17/10 **IMPROVEMENT PLAN - NEW TEMPLATE**

The Board considered the Improvement Plan 2010-2011 and the new template. Members agreed that the new template was clearer and much easier to read. Members agreed that it would be useful to receive a report on the impact of the recent political and financial changes at the next Performance Management Board meeting.

Members discussed in more detail the following areas:

- The Railway Station and the availability of funding for this.
- The Hanover Street Car Parking extension – Officers to advise Members if this was on target to be operational by the end of July as originally expected.
- CP4 One Community – Members were concerned at possible funding cuts and how these would affect such projects as ‘U Decide’. It had not been made clear whether funding that had been allocated this year would also be jeopardised. The Chief Executive agreed to investigate this further and report back to the Board.

A Member of the Board had recently visited Sanders Park with her grandchildren. Members asked that it be noted how impressed the Member had been with the facilities, including the excellent activities available and quality of the refreshments available at the café.

RESOLVED that a report on the impact of political and financial changes be submitted to the Performance Management Board meeting on 20th September 2010.

18/10 **SHARED SERVICES REPORT**

The Board considered the Shared Services report. The Chief Executive explained that there were primarily two reports, the project update and the shared service transformation programme; which had been launched to staff recently. Feedback generally had been positive; a concern has been about the availability of Heads of Service, which was being addressed. The Chief Executive also informed Members that other councils were now looking at shared services as a result of the pending financial cutbacks, which could range from 25 to 40%.

After further discussion it was

RESOLVED that the Shared Services Report be noted.

19/10 **WORK PROGRAMME**

The Board considered the Work Programme and agreed that the following amendments should be made:

- That an Improvement Plan report be included in the September 2010 agenda.
- That the Place Survey be moved to the October 2010 agenda and that verbal feedback be provided following the recent political changes and the expected demise of the Place Survey in its current form.

RESOLVED that the Work Programme be noted, subject to the above amendments.

The meeting closed at 7.40 p.m.

Chairman

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JUNE (QUARTER 1) INTEGRATED FINANCE AND PERFORMANCE REPORT

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 The Board on the Council's performance and financial position at 30 June 2010.

2. RECOMMENDATIONS

- 2.1 That The Board notes that 60% of PIs are stable or improving.
- 2.2 That The Board notes that that 45% of PI's 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.
- 2.3 That The Board notes the performance figures for June 2010 as set out in Appendix 2.
- 2.4 That The Board notes the achievements and issues as set out in the 'Council Summary' in 4.1.1. below.
- 2.5 That The Board notes the current financial position on Revenue and Capital as detailed in the report.
- 2.6 That The Board notes the release of previously approved earmarked reserves of £68k, as set out in Appendix 5.
- 2.7 That The Board notes the budget virements between £15k and £100k, listed in Appendix 6.
- 2.8 That The Board notes that complaints increased by 7% compared to the final quarter of last year and increased 13% compared to quarter 1 last year. In addition compliments decreased in quarter 1 (19) compared to the final quarter of last year (29) but they are nearly double the number in quarter 1 last year (10). Details are shown in Appendix 7.
- 2.9 That The Board notes the performance of the Council's Treasury Management function, as detailed in Appendix 8.

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3. BACKGROUND

- 3.1 This is the first integrated quarterly finance and performance report for 2010/11. It reflects the revised Shared Services department structure as well as the revised corporate performance indicator set.
- 3.2 The integration of finance and performance demonstrates that the Council is taking a wider view of the impact of financial resources when performance changes and the link between the two measures.

4. KEY ISSUES

- 4.1 An integrated performance and finance report for each department, plus a council summary, is shown on the following pages.

4.1.1 Overall Council Summary		Quarter 1 (Apr- Jun) 2010/11			
Performance Summary					
No. of PI's improving (I)	22	No. of PI's meeting YTD target	20	No. of PI's where est. outturn projected to meet target	35
No. of PI's Stable (S)	2	No. of PI's missing YTD target by < 10%	12	No. of PI's projected to miss target by < 10%	5
No. of PI's worsening (W)	16	No. of PI's missing YTD target by >10%	12	No. of PI's projected to miss target by >10%	4
Achievements					
<ul style="list-style-type: none">• Launch of the Worcestershire Regulatory Service, hosted by Bromsgrove and Redditch Councils on 1 June.• Formal commencement of Single Management Team to serve Redditch and Bromsgrove Councils (20th April)• Successful launch of WETT Internal Audit Service• Successful launch of WETT Property Service• Transfer of Dolphin Centre to Leisure Trust• Successful running of General election through shared service arrangements• Launch of shared service for CCTV / Lifeline• Launch of shared service for ICT• Good progress on new Doctors Surgery (Town Centre)• Launch of co-mingled refuse collection service					
Issues					
<ul style="list-style-type: none">• Implications of the governments' public sector cost reduction exercise.• Only 45% of performance indicators have met their year to-date target, compared to 60% at the same time last year.					

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Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Overall Council

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Environmental Services	4,439	281	294	13
Community Services	3,259	370	391	21
Planning & Environment Services	1,033	155	145	-10
Leisure & Cultural Services	1,888	367	388	21
Planning & Regeneration	1,438	160	133	-27
Customer Services	57	114	110	-4
Finance & Resources	1,505	672	663	-9
Legal, Equalities & Democratic Services	967	254	248	-6
Policy, Performance & Partnerships	40	51	45	-6
Business Transformation	0	530	549	19
Corporate Services	598	181	195	14
SERVICE TOTAL	15,224	3,135	3,161	26
Interest on Investments	-87	-22	-9	13
COUNCIL SUMMARY	15,137	3,113	3,152	39

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Financial Commentary

- Regulatory Services commenced on 1st June 2010, the financial monitoring report will be submitted to the Regulatory Services Management Board and Joint Committee.
- Officers are currently working with our advisors to maximise the return available on investments during 2010/11.
- Income levels within Land Charges have been adversely affected by the impact of Third Party service providers.

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 – Overall Council

Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Street Scene & Waste Management	308	100	-208
Planning & Environment Services	1,890	629	-1261
Culture & Community Services	1,015	593	-422
Legal Equalities and Democratic Services	86	0	-86
E-Government & Customer Services	93	70	-23
Budget for Support Services Recharges	136	0	-136
TOTAL	3,528	1,392	-2,136

Financial Commentary

- The Capital Programme is to be profiled for the next quarter report to provide the year to date variance rather than the balance remaining for the year. This will include revising the Capital Programme to reflect the revised shared service department structure.
- The variance on the Planning and Environment service area is because no

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capital expenditure has been charged on the Houndsfield Lane Caravan Site project, this expenditure will be made during the forthcoming year.

4.1.2 Environmental Services **Quarter 1 (Apr – Jun) 2010/11**

Performance Summary

No. of PI's improving (I)	2	No. of PI's meeting YTD target	1	No. of PI's where est. outturn projected to meet target	3
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	3	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	1

Achievements

- Commencement of comingled recycling bin collections to approximately 38,000 residential properties.
- Rollout of paper and cardboard recycling collection to 21 of the 38 district schools through working with local recycling company.
- Trial project with New Starts commenced to divert reusable furniture from bulky household waste service.
- Successfully processed all trade waste and cesspool customer contracts on time.
- Continuation in processing garden waste service applications.
- 95% of refuse and recycling crews underwent and assed NVQ level 1 in Refuse Collection. Those staff missed through sickness or annual leave will be scheduled in to complete this qualification on their return.
- Initiation of ATS tyre contract for depot vehicles (waste and cleansing) providing weekly tyre checks and maintenance work to ensure good tyre management mitigating against damage and excess tyre replacement.

Issues

- Long-term and short-term sickness is still an on going issue amongst refuse & recycling crews.
- There is a need to improve communication amongst staff and departments as currently information necessary to effective working is often not shared very well.
- Planned shared services issues are having an effect on staff morale as there is uncertainty for the future of services and individuals.

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Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Environmental Services

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Waste Management	-24	-6	14	20
Depot / Transport	-72	125	60	-65
Car Parks / Civil Enforcement Parking	-931	-185	-14	171
Cemeteries / Crematorium	72	5	21	16
Streets & Grounds	2,488	361	285	-76
Transport & Waste	2,906	-19	-72	-53
TOTAL	4,439	281	294	13
Financial Commentary <ul style="list-style-type: none">• The Transport and Waste summary includes the income relating to garden waste. The income will be offset by costs associated with the delivery of the service during 2010/11.• Car Park income is significantly down for the first quarter. Officers are currently working through the projections for the full financial year with the aim to mitigate any shortfall and to address pressures on income within the budget process.				

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 Environmental Services

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Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Depot Services	30	5	-25
Vehicle & Equipment replacement programme	170	95	-75
Other schemes	108	0	-108
TOTAL	308	100	-208
Financial Commentary			
<ul style="list-style-type: none"> Capital expenditure on target, no underspends anticipated at year end. 			

4.1.3 Community Services	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	10	No. of PI's meeting YTD target	9	No. of PI's where est. outturn projected to meet target	10
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	2	No. of PI's projected to miss target by < 10%	4
No. of PI's worsening (W)	8	No. of PI's missing YTD target by >10%	7	No. of PI's projected to miss target by >10%	3

Achievements

Community Safety

- Planned and delivered the 'High 5' event in Sanders Park
- Operation Harness delivered in partnership with Police, aiming to tackle issues of alcohol consumption in parks & open spaces. Over 100 cans & bottles seized.
- World cup domestic abuse & alcohol campaign successfully delivered.
- Cannabis farms event presentation to Local Landlords forum.

CCTV & Lifeline

- Successful implementation of shared service

Housing Strategy

- Successful transfer of North Worcestershire Care & repair agency to Festival Housing
- 'Step up into private renting' scheme has secured additional funding from Supporting People for a full time support officer.
- New 'empty space' scheme offering advice and assistance to High Street property

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owners to convert unused space into residential accommodation. One successful scheme delivered in the quarter
Issues

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Community Services

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Housing Strategy	2,169	164	156	-8
Community Safety	626	112	135	23
Travel Concessions	464	94	100	6
TOTAL	3,259	370	391	21

Financial Commentary

- Housing Strategy- The current under spend is due to a number of schemes making minor savings on expenditure during the period. There have also been delays in the receipt of invoices from suppliers. Work is being done to address this issue, so that invoices are paid quicker to accurately reflect the true spend to date.
- Community Safety – The over spend in this area is mainly in relation to transferring budgets between authorities for the shared service and time differences in invoicing between Redditch and Bromsgrove. This issue should be resolved by quarter 2 to reflect a more accurate picture.

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Planning & Environment Services

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Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Environmental Health	1,059	166	156	-10
Licensing	-39	-13	-13	0
Land Drainage	13	2	2	0
TOTAL	1,033	155	145	-10
Financial Commentary <ul style="list-style-type: none">• Environmental Health underspend is due to Admin Officer post vacancy.				

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 Planning & Environment Services

Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Town Centre	170	1	-169
Strategic Housing	1,720	628	-1092
TOTAL	1,890	629	-1261
Financial Commentary <ul style="list-style-type: none">• Capital expenditure commitments are increasing with a large amount of Disabled Facilities Grants and Discretionary Grants being processed already. Traditionally the first quarter reflects lower expenditure due to invoices anticipated not yet received by suppliers.• A large proportion of the current underspend is due to the Houndsfield Lane Caravan Site allocation of funds which have not yet been requested.• The £700k budget in relation to Affordable Housing across the district has not yet been fully spent as a review of planning requirements and timescales for allocation of funds is currently underway.			

4.1.4 Leisure and Cultural Services	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	4	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	7
No. of PI's Stable (S)	0	No. of PI's missing YTD target by < 10%	4	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%	0	No. of PI's projected to miss target by >10%	0

Achievements

- Roundhill Allotment site expansion completed – 27 new plots sold
- Transfer of Dolphin Centre to Leisure Trust
- Arts and Community Events Programme Commenced (Bandstand Programme – Race for Life – Carnival and High Five – Leukaemia Bikeathon – Rubery Festival – St Georges Day)
- Disability Sports project a finalist in the BBC Midlands Power of Sports Award
- Winner of the Bromsgrove and County Club of the Year Award
- Club of the Year at the NPower Disability Sports Awards West Midlands
- Gymnastics Development Club won the National Educational Award at the recent British Gymnastics – England Award 2010
- Disability Club Boccia Boars was identified by Cerebral Palsy Sport as the exit route for the Playground to Podium Project – the pathway to steer talented young people to the Paraolympics for Herefordshire and Worcestershire – the club was the first in the County to complete in the league this year and used BP case study.

Issues

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Leisure and Cultural Services

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Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Parks & Open Spaces	501	73	67	-6
Allotments	59	3	2	-1
Promotions	337	41	64	23
Sports & Recreation Development	221	32	31	-1
Sports Centres	716	204	209	5
Leisure Services	54	14	15	1
TOTAL	1,888	367	388	21
Financial Commentary <ul style="list-style-type: none">• Promotions – due to economic downturn sponsorship has decreased. Officers are reviewing the situation and will endeavor to mitigate the shortfall during 2010/11. It is anticipated that there will be a deficit at the end of year.				

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 Leisure and Cultural Services

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Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Sports Facilities	593	443	-150
CCTV Shared Service Contribution	150	150	0
Parks & Cemetries	218	0	-218
PCN5 Lifeline	54	0	-54
TOTAL	1,015	593	-422
Financial Commentary			
<ul style="list-style-type: none"> Expenditure is in line with expectations and therefore no major problems have arisen in the first quarter of 10/11, and it is anticipated that all projects will be completed during 2010/11. 			

4.1.5 Planning and Regeneration	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	1	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	3
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	0	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

Achievements

- Building Control has secured a further Partner Client as part of a National Partnership working programme. This results in BDC having 5 formal working partners comprising local Architects, Engineers and Contractors, the joint highest figure across H&W.
- Building Control has secured the Perryfields Social Housing contract against strong levels of competition from the private sector.
- Held a special meeting of the Planning Committee (28TH June) in order to consider a major retail application for Sainsbury's.
- Introduced a regime for charging for Pre Application and Permitted Development advice in line with County Colleagues and in conjunction with RBC.
- Working towards Action Plan to respond to Peer Review Report.
- Economic Development – Business Start-Up Showcase on 8th June. Record number

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of award-winners including two more “£ Million Turnover Awards”. Over 300 new businesses now sponsored since inception. Event attended by Savid Javid MP

- Launched the frontage improvement grant scheme for the high street
- Public consultation on possible Hewell Grange conservation area
- Secured funding from the CABE/DEFRA rural master planning fund for urban design training

Issues

- The LPI for major applications has risen this year from 80% to 85%. Current performance suggests that this target may be challenging.
- Change in government and revocation of Regional Spatial Strategies has led to huge uncertainty about the status of current and future planning policy.
- Planning applications being received on Area of Development Restraint (ADR) sites ahead of adopted policy on ADR delivery.

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Planning and Regeneration

Service Head	Revised Budget	Profiled Budget April -	Actual spend April - Jun	Variance to date
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	2010/11 £'000	Jun £'000	£'000	April - Jun £'000
Building Control	3	-23	-36	-13
Development Control	821	40	13	-27
Strategic Planning	447	99	93	-6
Economic & Tourism development	186	43	45	2
Emergency Planning	35	7	2	-5
Land Charges	-72	-24	-4	20
Town Centre	18	18	20	2
TOTAL	1,438	160	133	-27
Financial Commentary				
<ul style="list-style-type: none"> The income for development control and building control is on target so far for new financial year. However land charges has a shortfall mainly due to the provision of the service by private companies. 				

4.1.6 Regulatory Services	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	n/a	No. of PI's meeting YTD target	n/a	No. of PI's where est. outturn projected to meet target	n/a
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No. of PI's Stable (S)	n/a	No. of PI's missing YTD target by < 10%	n/a	No. of PI's projected to miss target by < 10%	n/a
No. of PI's worsening (W)	n/a	No. of PI's missing YTD target by >10%	n/a	No. of PI's projected to miss target by >10%	n/a
Achievements					
<ul style="list-style-type: none"> The county-wide Worcestershire regulatory service was launched on 1st June. Financial and performance reporting for the service will now be via the Regulatory Services Management Board and Joint Committee. 					
Issues					

4.1.7 Customer Services	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	3	No. of PI's meeting YTD target	3	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable (S)	1	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	0
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	0

Achievements					
<ul style="list-style-type: none"> 4 CSA's successfully completed the NVQ Level 3 in Customer Service. Successfully recruited to the new apprentice post based within the CSC which is a new development and hopefully will assist the team here to improve customer service but also support future capacity building within the organisation Introduced the Benefit Surgery in the CSC (A service developed with colleagues in Benefits where by an assessor is based in the CSC on a two weekly basis) to improve service to customers. 					
Issues					

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Customer Services

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
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Customer Service Centre	57	114	110	-4
TOTAL	57	114	110	-4
Financial Commentary				
The underspend within the Customer Services Department is due to the employment of an Apprentice Customer Service Advisor in a Customer Service Advisor post.				

4.1.8 Finance and Resources	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	2	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable	0	No. of PI's missing YTD	2	No. of PI's projected to	1

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(S)		target by < 10%		miss target by < 10%	
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%	3	No. of PI's projected to miss target by >10%	0
Achievements					
<ul style="list-style-type: none"> • Facilities Management transferred to Worcestershire County Council under WETT Programme • Internal Audit transferred to Worcester City under WETT Programme. • Human Resources and Accountancy supported the hosting of Regulatory Services by BDC from 1st June. • Successfully recruited to 2 vacant posts in Benefits 1 in Corporate Fraud and 1 in Revenues. • Improved microphone system installed in Council Chamber. • Driving at Work Policy approved. • Statement of Accounts completed and approved within statutory deadline. • Draft of revised Financial Regulations prepared. • The corporate fraud policies were reviewed 					
Issues					
<ul style="list-style-type: none"> • Formal agreements for Internal Audit and Facilities Management not signed prior to transfer. • Shortage of internal audit resource and potential impact of Annual Audit Plan. • Benefits Service performance – backlogs of correspondence and no resource to pursue overpaid benefit cases. Should improve next quarter with new officers in post 					

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Finance and Resources

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Central Overheads	145	36	34	-2

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Accounts and Financial Management	57	170	174	4
Human Resources and Welfare	16	88	107	19
Grants and Donations	91	43	42	-1
Property, Assets and Facilities Management	-21	270	232	-38
Revenues and Benefits	1,217	65	74	9
TOTAL	1,505	672	663	-9
Financial Commentary				
<ul style="list-style-type: none"> • The underspend within the Property, Assets and Facilities Management Function is due to the receipt of rental income following the delayed completion of the sale of two industrial units. • The overspend in Human Resources and Welfare relates to the management restructure and the severance costs that require funding from reserves. 				

4.1.9 Legal, Equalities and Democratic Services	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	n/a	No. of PI's meeting YTD target	n/a	No. of PI's where est. outturn projected to meet target	n/a
No. of PI's Stable	n/a	No. of PI's missing YTD	n/a	No. of PI's projected to	n/a

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(S)		target by < 10%		miss target by < 10%	
No. of PI's worsening (W)	n/a	No. of PI's missing YTD target by >10%	n/a	No. of PI's projected to miss target by >10%	n/a
Achievements					
<ul style="list-style-type: none"> • Successful General Election arrangements. • New Petition Scheme adopted to meet legislative requirements. • Shared Services Agreement completed. • Gender Equality Policy agreed. • Regulatory Services Agreement completed and successful first meeting of the new Worcestershire Shared Service Joint Committee held. • Shared departmental management team implemented. • Participated in National Volunteer Week. • Community Involvement in Democracy Task Group and Improving Residents' Satisfaction Task Group reports completed. • Two well-attended meetings of the Equality & Diversity Forum held and consulted on the disabled access award scheme. 					
Issues					
<ul style="list-style-type: none"> • Inquire Board meetings and Labour Group not taking up seats on Boards and certain Committees. 					

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Legal, Equalities and Democratic Services

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Democratic & Member support	758	120	114	-6
Elections & Electoral	185	21	27	6

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Services				
Legal Advice & Services	24	113	107	-6
TOTAL	967	254	248	-6

Financial Commentary

- There are no other major variances that have arisen in the first quarter of 2010/11 within the service.

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 Legal, Equalities and Democratic Services

Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Alterations to Council Buildings in compliance with DDA	36	0	-36
Remedial Work to Council Buildings following Stock Conditions Survey	50	0	-50
TOTAL	86	0	-86

Financial Commentary

- Remedial Works at the Council House have been put on hold pending a review on the space required by employees and services of the Council.

4.1.10 Policy, Performance and Partnerships	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	n/a	No. of PI's meeting YTD target	n/a	No. of PI's where est. outturn projected to meet target	n/a
No. of PI's Stable (S)	n/a	No. of PI's missing YTD target by < 10%	n/a	No. of PI's projected to miss target by < 10%	n/a
No. of PI's worsening (W)	n/a	No. of PI's missing YTD target by >10%	n/a	No. of PI's projected to miss target by >10%	n/a

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<p>Achievements</p> <ul style="list-style-type: none">• First session of Budget Jury held in June• Launch of joint Bromsgrove & Redditch intranet - ORB• ORB chosen as intranet for WETT regulatory Services and being considered by other shared services• Largest ever Together Bromsgrove published, with significant consultation content• Bromsgrove DC have signed up to the 10:10 campaign – to reduce our own carbon emissions by 10% in 2010/11• A number of HoS have included positive climate change actions in their Business Plans• Reported NI188 (Planning to adapt to climate change) as having achieved 2009/10 target (Level 1)• Reported NI186 (Per capita CO₂ emissions in the local area) as having achieved 2009/10 target (actual results are delayed by 2 years)
<p>Issues</p> <ul style="list-style-type: none">• Reported NI185 (CO₂ emissions from Local Authority operations) not on target in 2009/10– working on identifying causes of increased emissions in Q2

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Policy, Performance and Partnerships

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Printing	0	23	19	-4
Corporate Admin / Central Post	0	31	32	1

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Policy & Performance	0	73	70	-3
TRUNK	40	-76	-76	0
TOTAL	40	51	45	-6
Financial Commentary				
<ul style="list-style-type: none"> At this time of the year expenditure is in line with expectations and therefore no major variances have arisen in the first quarter of 10/11. The TRUNK centre invoices Bromsgrove Council quarterly for our contribution towards running the centre. 				

4.1.11 Business Transformation	Quarter 1 (Apr – Jun) 2010/11
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Performance Summary

No. of PI's improving (I)	n/a	No. of PI's meeting YTD target	n/a	No. of PI's where est. outturn projected to meet target	n/a
No. of PI's Stable (S)	n/a	No. of PI's missing YTD target by < 10%	n/a	No. of PI's projected to miss target by < 10%	n/a
No. of PI's worsening (W)	n/a	No. of PI's missing YTD target by >10%	n/a	No. of PI's projected to miss target by >10%	n/a

Achievements

- Investors in People spot check showed that standards have been maintained. This puts BDC in a very positive position for the full assessment in April 2011
- Achieved a 42% response rate from the Employee Survey with largely positive results – actions to be incorporated within the Organisational Development Strategy action plan
- Mandatory refresher training for members of political boards and committees all achieved by the deadline
- Workforce Plan and Organisational Development Strategy documents progressing well
- Disclosure Log published on BDC website for responses to information. This will make information requested freely available and reduce the number of requests
- Business Development Team has now taken responsibility for tracking requests for information from RBC.
- Physical records audit completed at RBC Town Hall and major satellite offices.
- LEAN - embedding skills and knowledge with people. The majority of processes covered (some in an NVQ environment) which identified financial and time savings
- Data Cleansing RBC - Waste Management completed,
- Created new layers of Agricultural Land classes on LocalView
- Commissioned by Streetscene to provide comprehensive GIS dealing with Street Cleaning, Grounds Maintenance and Waste collection

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- Commissioned to create a comprehensive Town Centre dataset
- Upgraded Redditch and Bromsgrove Email and Web Filtering devices providing a common platform
- IT Shared Service Team now working as a single team able to resolve issues for either site from first point of contact.
- Joint procurement procedures and standardisation project complete, equipment now being purchased through OGC framework.

Issues

- Sickness levels are currently above the expected levels for the department. Additional monitoring and better use of the sickness policy is now being implemented to address this issue.

Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Business Transformation

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
IT Services	0	530	549	19
TOTAL	0	530	549	19

Financial Commentary

The overspend within the department is mainly due to the departmental restructure during the shared services and the severance costs that require funding from reserves.

Capital Budget summary Quarter 1 (Apr-Jun) 2010/11 Business Transformation

Department	Revised Budget 2010/11 £'000	Actual spend April – Jun £'000	Variance To date April – Jun £'000
Internet/Intranet Development	3	0	-3
Corporate budget for IT Upgrades	0	3	3

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Government Connect Scheme	1	-2	-3
Spatial Project Phase 1	1	0	-1
Spatial Project Phase 2	5	0	-5
Councillors Remote Access	4	0	-4
Increase Bandwidth for Internet Link	10	0	-10
ICT Shared Service - Phase 1	69	69	0
TOTAL	93	70	-23

Financial Commentary

The spend for many of the schemes has been delayed whilst a review of the projects is being undertaken.

The Shared ICT Service project is well underway, the total spend on the project for the April-June quarter is £190,164, this is also being contributed to by Redditch Borough Council. It is expected that the project will be delivered on time and within budget for 2010/11.

4.1.12 Corporate Services	Quarter 1 (Apr – Jun) 2010/11
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Revenue Budget summary Quarter 1 (Apr-Jun) 2010/11 – Corporate Services

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Jun £'000	Actual spend April - Jun £'000	Variance to date April - Jun £'000
Corporate	598	181	195	14

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Services				
TOTAL	598	181	195	14
Financial Commentary				
<ul style="list-style-type: none">Corporate savings are under review as to the present shortfall in this area. The savings from shared services will be identified during the next quarter.				

4.2 Sundry Debtors

Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 30/06/10 was £996k (balance to 31/03/10 was £561k) which includes:-

Type of Debt	Amount £'000
Car Parking Fines	66
Lifeline debts	26
Rents/Hire Charges	40
Building Regulations	14
Trade Waste and Cesspool emptying	60
Developer Contributions	114
Housing Schemes	29
Enhanced Recycling	55
Licensing	7
Services Provided to other organisations e.g. BDHT	76
Sponsorship	10
Contributions from Other Organisations	463
Cemeteries	2

The age of the debt is represented as follows:

Age of Debt	Balance as at 31/03/10 £'000	Balance as at 30/06/10 £'000
Under 30 days (not yet due)	362	772
Up to 1 month	10	66
1 – 2 months	33	6

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3 – 6 months	21	7
Over 6 months	135	145

The increase in debt due for payment in under 30 days is because of amounts to be paid from other Council's for the provision of shared services.

Debt recovery is originally carried out by the Exchequer Section with 2 reminders being sent to debtors. Debts over 90 days are currently under review and recovered by the legal team.

5.0 TREASURY MANAGEMENT

The Council's Treasury Management Strategy has been developed in accordance with the Prudential Code for Capital Finance prudential indicators and is used to manage risks arising from financial instruments. Additionally treasury management practices are followed on a day to day basis.

5.1 Credit Risk

Credit risk arises from deposits with banks and financial institutions, as well as credit exposures to the Council's customers. Credit risk is minimised by use of a specified list of investment counterparty criteria and by limiting the amount invested with each institution. The Council receives credit rating details from its Treasury Management advisers on a daily basis and any counterparty falling below the criteria is removed from the list.

The Council has not had and does not expect any default losses by any of its counterparties in relation to investments.

Due to market conditions the Council has reduced its credit risk for all new investments by only investing in the highest rated instruments and has shortened the allowable length of investments in order to reduce risk.

The credit criteria in respect of financial assets managed in-house by the Council are as follows:

Financial Asset Category	Criteria (Fitch ratings)	Maximum Investment
Deposits with banks	Short Term: F1+/F1	£3million/£2million

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	Support: 1,2,3 Long Term: minimum 'AA-' /A	
Deposits with building societies	Short Term: F1+ /F1 Support: 1,2,3 Long Term: minimum 'AA-' /A	£3million/£2million
Deposits with Debt Management Account – Deposit Facility (DMADF)		£no upper limit *

* Investments with the DMADF are guaranteed by HM Treasury. Following advice from the Council's treasury advisors, from a credit perspective no upper limit was imposed on investments with the DMADF.

Fitch Ratings is an international credit rating agency (one of three nationally recognised rating agencies alongside Moody's and Standard & Poor's). Fitch Rating's long-term credit ratings are set up along a scale from 'AAA' to 'D' where 'AAA' designates the best quality companies, reliable and stable through to 'D' where the company has defaulted on obligations and Fitch believes that it will generally default on all or most of its obligations. Fitch's short term ratings indicate the potential level of default within a 12 month period. F1+ is the best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment

At 30 June 2010 short term investments comprise:

	31 March 10 £	30 June 10 £
Deposits with Banks/Building Societies	8,360	9,550
Total	8,360	9,550

5.2 Income from investments

An investment income target of £87k has been set for 2010/11 using a projected return rate of 0.75% – 1.50 %. During the past financial year bank base rates have dropped to 0.5% and current indications are projecting minimal upward movement for the short term.

In the period to 30 June 2010 the Council received income from investments of £9k. In order to maximise available returns within our risk criteria the Council placed £1million in a one year deposit attracting 1.85%. Accrued interest on this deposit is included in the figures referred to above.

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Details of the Council's performance for the Treasury Management function during the first quarter of 2010/11 are included at Appendix 8.

6.0 EFFICIENCY SAVINGS

As part of the budget round for 2010/11 a number of efficiency savings were approved. These challenging targets were allocated across all services as detailed in Appendix 4.

To date the efficiency savings total £140.5k for 2010/11.

7.0 REVENUE BALANCES AND EARMARKED RESERVES

7.1 Revenue Balances

The revenue balances brought forward at 1 April 2010 were £1.266m (subject to audit). It is anticipated that a further £134k will be transferred to balances during 2010/11. During the period £2.5k has been utilised to fund the proposed dissolution of Lickey End Parish Council.

7.2 Earmarked Reserves

The Council maintains a number of reserves which have been set up to earmark resources for future spending plans. The funding to be utilised from these reserves equates to £68k. Details are shown in Appendix 5.

8.0 CAPITAL RECEIPTS

8.1 The Capital Programme was approved by Members in January 2010, the effect of the level of Capital Spend to 2012/13 on capital receipts is estimated below:

Capital Programme	2010/11 £'000	2011/12 £'000	2012/13 £'000
Balance b/fwd	5,133	3,041	1,914
Actual funding to date (April – June)	-216		
Estimated use for the remainder of the year	-2,476	-1,227	-226
Received in year	600	100	100
Balance c/fwd	3,041	1,914	1,788

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8.2 The figures in the above table include general capital receipts for the funding of projects throughout the District. In addition, an estimate of capital receipts has been made of £100k per annum in relation to any sales of assets, with an additional £500k in financial year 2010/11 as the anticipated capital receipt from the sale and change of usage of Industrial Units at Aston Fields.

8.3 As part of the Use of Resources assessment the Council must demonstrate that it has a robust Capital Programme that is delivered on time and within budget.

9. FINANCIAL IMPLICATIONS

9.1 Covered in the report.

10. LEGAL IMPLICATIONS

10.1 None

11. POLICY IMPLICATIONS

11.1 None

12. COUNCIL OBJECTIVES

12.1 Performance reporting & management links to the Improvement objective

13. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

13.1 Risk considerations covered in the report. There are no Health & Safety considerations

14. CUSTOMER IMPLICATIONS

14.1 Performance Improvement is a Council Objective

15. EQUALITIES AND DIVERSITY IMPLICATIONS

15.1 None.

16. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

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16.1 None

17. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

17.1 None

18. HUMAN RESOURCES IMPLICATIONS

18.1 None

19. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

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

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

20.1 None

21. HEALTH INEQUALITIES IMPLICATIONS

21.1 Not applicable

22. LESSONS LEARNT

22.1 Not applicable

23. COMMUNITY AND STAKEHOLDER ENGAGEMENT

23.1 None

24. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration,	No

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Regulatory and Housing Services	
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	Yes
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

25. WARDS AFFECTED

All

26. APPENDICES

- Appendix 1 Performance Summary for April – June 2010
- Appendix 2 Detail Performance report for April – June 2010
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Efficiency Savings 2010/11
- Appendix 5 Current Position (April – June) on Earmarked Reserves
- Appendix 6 Virements for approval by Cabinet
- Appendix 7 Customer Feedback
- Appendix 8 Treasury Report for April – June 2010

27. BACKGROUND PAPERS

None

28. 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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AUTHORS OF REPORT

Hugh Bennett, Director of Policy, Performance and Partnerships
Teresa Kristunas, Head of Resources
John Outhwaite, Senior Policy and Performance Officer
Debbie Randall, Accountancy Services Manager

APPENDIX 1

SUMMARY - Period 1 (April) 20010/11						
Monthly (April) performance			Estimated Outturn			
No.	%age ³	No.	%age ³	No.	%age ³	
Improving or stable.	n/a	On target	19	56%	31	89%
Declining	n/a	Missing target by less than 10%	6	18%	4	11%
No data	n/a	Missing target by more than 10%	9	26%	0	0%
		No data ²	6		5	
Total Number of Indicators reported this period ¹	0	Total Number of Indicators reported this period ¹	40		40	

SUMMARY - Period 2 (May) 20010/11						
Monthly (May) performance			Estimated Outturn			
No.	%age ³	No.	%age ³	No.	%age ³	
Improving or stable.	20	61%	15	45%	28	85%
Declining	13	39%	8	24%	5	15%
No data	7	Missing target by more than 10%	10	30%	0	0%
		No data ²	7		7	
Total Number of Indicators reported this period ¹	40	Total Number of Indicators reported this period ¹	40		40	

SUMMARY - Period 3 (June) 20010/11						
Monthly (June) performance			Estimated Outturn			
No.	%age ³	No.	%age ³	No.	%age ³	
Improving or stable.	24	60%	20	45%	35	80%
Declining	16	40%	12	27%	5	11%
No data	15	Missing target by more than 10%	12	27%	4	9%
		Missing target by less than 10%	12		4	

Total Number of Indicators reported this period ¹	55	No data ²	Total Number of Indicators reported this period ¹	11	No data ²	Total Number of Indicators reported this period ¹	11
				55			55

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.

Performance Indicators Quarter 1 (April - June 2010)

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11						Comments					
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend		June Target	June Actual	Target & Trend		
Environment Department																
NI 191	Residual Household waste per household (RH)	M	C	581.13	47.55	52.89		95.39	97.46	I	142.99	146.98	W	578.00	578.00	Figures have not yet been provided by County for trade waste April - Jun which, when received, will move the scores closer to target.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	37.4	42.80	38.61		44.86	40.08	I	43.64	41.40	I	40.00	40.00	Tonnages for comingled recycling are currently subject to a 20% reject rate due to issues with the EnviSort plant - this is due to be addressed with the aim of reducing it to a maximum 10% reject rate
	Number of missed waste collections	M	C	1107	125	167		250	287	I	375	438	W	1,500	1,630	151 missed collections of which 40 were household, 28 garden waste and 43 recycling
	Town Centre Car Park Usage (av per month)	M	S	126,928 (ave)	126,875	125,929		n/a	n/a	n/a	126,875	127,936	I	>126,875	>126,875	Target exceeded

Community Services

																Total Crime is currently 144 crimes over its target year to date. As last month, this is predominantly due to violent crime, vehicle crime, shed thefts and make off without payment at petrol stations from service stations (Biking). Violent crime will be reviewed at the August CSP Tasking meeting. Theft from Motor Vehicles and shed thefts will also be looked at in September, however there is police operation which has commenced to address thefts from motor vehicles at beauty spot car parks over the Summer Months (Operation Everest). Biking is a national problem which requires a change in how petrol stations operate nationally, there is little we can do at a local level to combat this problem.
																There have been 5 offences more than the target for June, this is due to a known persistent and prolific offender with burglary habits from the Birmingham area who has been offending in Bromsgrove. This person has now been reprimanded by West Midlands Police, we hope this will have a positive effect on performance for July. The year to date performance is still within target due to low burglary rates in April and May

Ref	Description	Freq. of reporting	Can or Snap?	2009/10 outturn	2010/11								Comments					
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend	Est. Outturn	Est. Outturn Target & Trend		
	The number of violent crimes	M	C	1046	88	107		179	204	I		271	303	W	1,038	1,070	W	Violent Crime continues to be over target however June's violent crime rate is not significantly higher than May and less than April. This is good news as there are three England World Cup games in this month which would historically effect the violent crime figures. Additional measures were taken to prevent violent crime during the World Cup and they have proven to have worked. West Mercia Police are working in conjunction with the Love 2 Love nightclub in Bromsgrove Town Centre to combat disorder from the club. The club have already amended their opening hours to assist the police, and the police have also changed their policing tactics outside of the club which will have a positive effect on the performance in July.
	The number of robberies	M	C	44	4	6		9	12	S		13	15	I	54	56	I	The Monthly target was achieved but we are still 2 offences over the year to date target. As per comments last month, those few offences are low level street robberies involving juveniles.
	The number of vehicle crimes	M	C	672	55	47		111	109	W		166	149	I	664	647	I	Vehicle Crime is 15 offences within target and 17 offences year to date. West Mercia Police and BDC Neighbourhood Wardens are continuing to carry out vulnerable vehicle checks and give high visibility patrols and beauty spot car parks to prevent thefts from motor vehicles, this seems to be having a positive effect and this work will continue throughout the summer months.
	The number of Criminal Damage incidents	M	C	908	74	64		151	147	W		210	225	I	890	905	W	June has been the second consecutive month where the Criminal Damage target has not been met. Apart from the mindless vandalism which is difficult to prevent we are not aware of any other emerging trends with criminal damage offences. We have arranged for a crime analyst to produce a problem profile on criminal damage so that we can establish some remedial action.
	Monthly Shopmobility Centre Usage	M	S	144 (ave)	160	141		160	133	W		160	148	I	160	160		Usage has increased but still below target
	Community transport usages	M	C	n/a	140	238		280	475	S		420	729	I	1680	1,680		Usage increased slightly over previous month and is above target

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outcome	2010/11								Comments					
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend	Est. Outturn	Est. Outturn Target & Trend		
	Average time (weeks) from referral to completion for category 1 DFGs	Q	C	44														The performance for the delivery of DFGs is not within the target timescale, this is as a result of last year financial problems. Grants were placed on hold from October until the new financial year in 2010, this has therefore increased the completion times
	Average time (weeks) from referral to completion for category 2 DFGs	Q	C	63														See above
	Average time (weeks) from referral to completion for category 3 DFGs	Q	C	63														See above
	Percentage of DFG budget allocated to approved schemes (activity measure)	Q	C	100.00														On target to commit all budget
	Percentage of DFG budget spent (activity measure)	Q	C	100.00														On target to spend all budget
	Private dispersed Lifeline customer numbers - new customers	M	S		18	20		18	16		W	18	20					At a falls awareness presentation we secured 4 new customers.
	Private dispersed Lifeline customer numbers - Leavers	M	S		12	9		12	8		I	12	9					5 Service Users passed away, 3 went into nursing homes and 1 has moved away.
	Private dispersed Lifeline customer numbers - net gain	M	S		6	11		6	8		W	6	11					A net gain of 11 is above the target
	Private dispersed Lifeline customer numbers - total private dispersals	M	S		607	612		613	620		I	620	631					
	Number of lifeline calls received (activity measure)	M	S		n/a	3,427		n/a	7,631		n/a	n/a	7,002					
	Number of lifeline calls answered within 1 minute	M	S		98.50%	99.94%		98.50%	99.98%		I	98.50	99.34					Despite the implementation of shared service including the operation of new call handling equipment the staff have maintained the highest of standards.
N1155	Number of affordable homes delivered	Q	C	88														One affordable housing unit was achieved via mortgage rescue. Due to slippage in the program units that were expected to be completed in Q1 will now complete in Q2.
N1156	Number of households occupying temporary accommodation	Q	S	14														We continue to maintain low numbers of clients in temporary accommodation well within our 2010 target of 34.
	Number of CCTV incidents (activity measure)	M	C		n/a	33		n/a	24		n/a	n/a	80					This has been affected by lost data, cameras down for 4 days and inability to record incidents. These issues have now been resolved.
	% of CCTV incidents which are proactive monitoring	M	C		n/a	60		n/a	71		n/a	n/a	34					As above
	Number of CCTV evidential seizures	M	C		n/a	33		n/a	24		n/a	n/a	12					As above

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outcome	2010/11								Comments			
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend	Est. Outturn	Est. Outturn Target & Trend
	Number of locally delivered diversionary sessions	M	C	163	16	30		35	33	W	53	48		185	185	Target missed due to poor coach capacity to increase delivery of diversionary sessions. Aiming to develop further diversionary activities in the coming months. However, target was narrowly missed as daily Community Coaching sessions were provided during the holiday period.
	Numbers of users attending diversionary activities.	M	C	617	56	64		125	72	W	207	221		720	720	Target achieved and exceeded due to successful community coaching session over the holiday period.
	Number of over 60's swimming usages	M	C		1275		2,600	2,467		S	4,050	3,845		14,750	14,750	Usage increased significantly over previous month
	Number of people attending Age Well scheme	Q	C				N/A	N/A	N/A	N/A	N/A	N/A		n/a	n/a	Project doesn't start until September
	Number of attendances at arts events	M	C	23,728	91	100		659	585	I	1,319	1,250		24,202	24,202	The target profile has been changed as the H1 5 event will now take place in July, 3,000 target attendances transferred from June to July. The revised June target was exceeded but the year to-date figure remains slightly below target due to poor weather.
	Artrix usage (community use)	Q	S	60,250			N/A	N/A	N/A	N/A		17,696		64,500	64,500	Exceeded target for the first quarter of 2010/11. A particular increase in attendance is noted for live events and exhibition and open events. Also the Artrix celebrated its 5th Birthday in April. This PI is being reported quarterly for the first time.
	Dolphin Centre Usage	M	C	415,407	34,056	34,301		71,765	67,317	W	106,087	98,378		413,000	413,000	Target not met. No identifiable reasons other than the good weather and football world cup.
	Sports development usages	M	C	30,095	1,966	2,060		4,480	4,916	I	7,329	7,654		30,600	30,600	Target exceeded due to continued delivery of regular programmes including PSP, Mobility, Sport Unlimited and successful holiday schemes.

Finance & Resources Department

N1181	Time taken to process HB/ICT benefit new claims or change events (days)	M	C	9:12	12.00	19.61		12.00	13.61	I	12.00	14.05		12.00	12.00	The staff completed overtime throughout June which meant a lot of the older work has been processed, hence a drop in performance compared to last month.
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Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11								Comments	
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	S	8.00				25.00	8.00	n/a		25.00	25.00	THIS IS EXTREMELY LOW DUE TO AN INCREASE in overpayments as a result of the backlog of work and lack of recovery action taken. I fully expect this to change over the coming months once the new overpayments officer is fully trained. In addition to this, the backlog of work has now been tackled with the eldest items no more than a few weeks old meaning the risk of overpayments is reduced.
	% of the outstanding HB overpayments debt written off during the quarter.	Q	S	1.08				2.00	0.00	n/a		2.00	2.00	Due to a new member of staff in place, no overpayments were submitted for write off this quarter. However, as we start to analyse the outstanding debt, I fully expect the number of write offs to increase and possible exceed the target of 2% for the current year. This is because as we start to analyse the debts, we expect to see a number of overpayments where no recovery action has been taken.
	Total annual savings as identified in WTPP (£'000)	Q	C			N/A		207.00	119.00	n/a		1,088	1,088	Savings identified have yet to be fully recognised as shared service projects are not yet fully completed.
	Percentage of invoices paid within 10 days of receipt	M	C	83.00				90.00	84.84	I		90.00	85.00	The percentage of invoices paid within 10 days was below target because there are delays in goods being goods receipted which is delaying the payment of invoices within the 10 days.
FP001	Percentage of invoices paid within 30 days of receipt	M	C	98.00				98.00	98.96	W		98.00	98.00	On Target
LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	9.12				2.13	2.08	I		8.75	8.31	With the return of several employees on long term sickness absence, there has been a significant reduction in the numbers of days lost which has created an estimated outturn of GREEN

Customer Services

	Monthly Call Volumes Customer Contact Centre (activity measure)	M	S			n/a		n/a	7,465	n/a		n/a	n/a	Call volumes to the contact centre increased by 6.5% compared to last month and matches the 2009/10 profile exactly This is expected following the spikes in demand experienced in April and May following Council Tax billing and Brown Bin payment scheme
	Monthly Call Volume Council Switchboard (activity measure)	M	S			n/a		n/a	4,565	n/a		n/a	n/a	Call volumes to both switchboard increased by 10.5% compared to last month and matches the 2009/10 profile exactly. This is expected following the peaks of demand generated by Council Tax billing and the Brown Bin payment scheme during the beginning of the first quarter

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outcome	2010/11								Comments			
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend	Est. Outturn	Est. Outturn Target & Trend
	Resolution at First Point of Contact all services (percentage)	M	S	95.00	85.00	97		85.00	98	I	85.00	96	W	95.00	95.00	Overall resolution performance remains above target and is consistent with previous monthly performance
	% of Calls Answered	M	S	85.00	85.00	86.00		85.00	89.00	I	85.00	92.00	I	85.00	85.00	Continues to exceed target and demonstrates a positive trend showing an improvement of 3 seconds over last month. This is driven by the improved call handling of the contact centre
	Average Speed of Answer (seconds)	M	C	20	20.00	34.00		20.00	28.80	I	20.00	24.70	I	20.00	20.00	The positive improvement trend continues this month showing an average improvement of 4 seconds compared to last month. This is driven by the improved call handling of the contact centre. (The actual average answer time for June is 16 seconds)
	Number of complaints received (Council wide)	M	C	200		34		n/a	59	I	n/a	76	I	decreasing	decreasing	Complaints received were: 1 about the long stay Car park being only 5 hours, 4 about free car parking for CSC users being removed, 1 about attitude of a CSA, 1 about brown bins – delay in delivering, 1 about replacement bins, 2 Recycling Collections, 2 about bins not being placed back properly, 1 about damage to wall by refuse lorry, 2 missed collections, 1 objection about planning applications, and 1 about a benefits claim
	Number of compliments received	M	C	60		9		n/a	16	W	n/a	21	S	increasing	increasing	Compliments received were – 1 about the helpfulness of the Street Cleansing Team, 1 about our Refuse Team, 1 about a course run by Sports Development and 2 about the excellent service provided by the Customer Service Centre Team

Legal, Equalities and Democratic Services

There are no Corporately reported PIs for this department

Planning & Regeneration

MI 157	The percentage of major planning applications determined within 13 weeks	M	C	83.00	85.00	66.60		85.00	70.00	I	85.00	73.00	I	85.00	85.00	There has been a reduction in the number of major applications determined in June in relation to other months this quarter which saw 6 and 4 applications. One application received and processed within time.
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Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2010/11								Comments		
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	June Target	June Actual		Target & Trend	Est. Outturn
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	87.80	85.00	88.30		85.00	88.20	W	85.00	88.00	S	85.00	In the last Quarter of 2009/10 minor applications returned to a more healthy number of 15 – 17 April and May reflected this with an increase to 25 in June. Of the three applications that went over, two were called to committee (piggeries in Old Birmingham Road (B/2010/0301) and land to rear of 51 Twalling Road (B/2010/0196). One application required additional site notice 17 Melbourne Avenue B/2010/104.
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	91.00	90.00	94.30		90.00	95.00	I	90.00	95.00	W	90.00	Other applications maintained a fairly constant figure 48 in May and 53 in June. Three applications went out of time; the Market Hall B/2010/0317 (due to need for FRA and Committee determination) a Loft conversion in Coppins Mount Lane due to incorrect site notice and 2 Thicknall Rise deferred from Committee for more information.
	Number of vacant retail units on Birmingham High Street	Q	S					n/a			n/a	n/a	n/a	decreasing	Information not available

Regulatory Services

There are no Corporately reported PI's for this department

Policy, Performance and Partnerships

There are no Corporately reported PI's for this department

Business Transformation

There are no Corporately reported PI's for this department

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2010/11 Monthly Performance figures

Ref	Description	Freq	Cum of Snap	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	44.57	49.52											
			numerator	2,058.94	1,735.24	1,927.57											
			denominator	38,929	38,929	38,929											
NI 192	Percentage of household waste re-used, recycled and composted	M	Target	42.36	46.38	44.98	45.93	44.70	45.33	42.77	38.61	26.03	32.34	29.03	36.41		
			Actual	38.61	41.74	43.21											
			numerator	1,295.043	1,243.254	1,467.374											
			denominator	3,354.123	2,978.494	3,396.265											
	Number of missed waste collections	M	Target	125	125	125	125	125	125	125	125	125	125	125	125		
			Actual	167	120	151											
	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		127,936											

Environment Department

Community Services

	Total crimes	M	Target	433	447	433	447	447	433	447	433	447	447	404	447
			Actual	485	505	472									
	The number of domestic burglaries	M	Target	30	31	30	31	31	30	30	31	31	31	28	31
			Actual	25	17	35									
	The number of violent crimes	M	Target	88	91	92	96	97	90	87	78	78	80	74	87
			Actual	107	97	99									
	The number of robberies	M	Target	4	5	4	5	5	4	5	4	5	5	4	5
			Actual	6	6	3									
	The number of vehicle crimes	M	Target	55	56	55	56	56	55	56	55	56	56	51	56
			Actual	47	62	40									
	The number of criminal damage incidents	M	Target	74	77	59	93	74	81	74	76	59	63	70	90
			Actual	64	83	78									
	Shopmobility Centre Usage	M	Target	160	160	160	160	160	160	160	160	160	160	160	160
			Actual	141	133	148									

	Community transport usages	M	C	Target	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140
				Actual	238	237		254												
	Average time (weeks) from referral to completion for category 1 DFGs	Q	S	Target				34												
				Actual				77												
	Average time (weeks) from referral to completion for category 2 DFGs	Q	S	Target				35												
				Actual				69												
	Average time (weeks) from referral to completion for category 3 DFGs	Q	S	Target				52												
				Actual				90												
	Percentage of DFG budget allocated to approved schemes	Q	C	Target																
				Actual				35												
	Percentage of DFG budget spent	Q	C	Target																
				Actual				8												
	Private dispersed Lifeline customer numbers - new customers	M	S	Target	18	18	18	18												
				Actual	20	16	20	20												
	Private dispersed Lifeline customer numbers - leavers	M	S	Target	12	12	12	12												
				Actual	9	8	8	9												
	Private dispersed Lifeline customer numbers - net gain	M	S	Target	6	6	6	6												
				Actual	11	8	8	11												
	Private dispersed Lifeline customer numbers - total private dispersals	M	S	Target	607	613	613	620												
				Actual	612	620	620	631												
	Number of Lifeline calls received	M	S	Target	n/a	n/a	n/a	n/a												
				Actual	3,427	4,204	4,204	7,002												
	%age of Lifeline calls answered within 1 minute	M	S	Target	98.50%	98.50%	98.50%	99												
				Actual	99.94%	99.98%	99.98%	99.34												
NI 155	Number of affordable homes delivered	Q	C	Target				20												
				Actual			71	0												
NI 156	Number of households occupying temporary accommodation	Q	S	Target	n/a	n/a	n/a	34												
				Actual	n/a	n/a	n/a	13												
	Number of CCTV incidents	M	C	Target																

NUMBER OF CCTV INCIDENTS	M	C	NUMBER OF CCTV INCIDENTS															
			Actual	315	336	80												
%age of CCTV incidents which are proactive monitoring	M	C	Target															
			Actual	60	71	34												
Number of CCTV evidential seizures	M	C	Target															
			Actual	33	24	12												

Leisure & Cultural Services

Number of locally delivered diversionary sessions	M	C	Target	16	19	18	21	25	16	18	14	5	5	12	16
			Actual	30	3	12									
Numbers of users attending diversionary activities.	M	C	Target	56	69	82	96	124	52	69	32	30	20	42	48
			Actual	64	8	149									
Number of over 60's swimming usages	Q	C	Target	1275	1325	1450	1450	1450	1375	1250	1200	950	875	1000	1150
			Actual	1272	1195	1378									
Number of people attending 'Age Well' scheme	Q	C	Target	N/A	N/A	N/A									
			Actual	N/A	N/A	N/A									
Number of attendances at arts events	M	C	Target	91	568	660	3,222	15,080	847	859	3,025	129	63	111	95.00
			Actual	100	485	665									
Artix usage	Q	C	Target	N/A	N/A	16,125									
			Actual	N/A	N/A	17,696									
Dolphin Centre Usage	M	C	Target	34,056	37,709	34,321	34,563	31,105	34,813	35,922	35,630	26,064	36,000	38,571	40,403
			Actual	34,301	33,016	31,061									
Sports development usages	M	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
			Actual	2,060	2,856	2,738									

Finance & Resources Department

Time taken to process HB/CT benefit new claims or change events	M	C	Target	12.00	12.00	12.00									
			Actual	19.61	16.68	15.60									
			numerator	21,202	35,180	55,762									
			denominator	1,081	2,109	3,574									
% of HB overpayments recovered during the quarter of the outstanding debt.	Q	C	Target			25									
			Actual			8									
Maximum % of the outstanding HB overpayments debt written off during the quarter	Q	C	Target			2									
			Actual			0									
Total annual savings as identified in the MTFP (£'000)	Q	C	Target												
			Actual												
Percentage of invoices paid within 10 days of receipt	M	C	Target	90.00	90.00	90.00									
			Actual	86.69	79.55	88.29									
Percentage of invoices paid within 30 days of receipt	M	C	Target	98.00	98.00	98.00									
			Actual	99.61	98.64	98.63									

	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	0.71	0.78	0.79	0.79	0.78
	Actual					0.78	77.00	0.49											

Customer Services

	Monthly Call Volumes Customer Contact Centre (activity measure)		M	S	Target	9,914	6,992	7,465													
	Actual																				
	Monthly Call Volume Council Switchboard (activity measure)		M	S	Target	4,799	4,127	4,565													
	Actual																				
	Resolution at First Point of Contact all services (percentage)		M	S	Target	85.00	85.00	85.00													
	Actual					97.00	97.70	96.00													
	% of Calls Answered		M	S	Target	85.00	85.00	85.00													
	Actual					86.00	89.00	92.00													
	Average Speed of Answer (seconds)		M	C	Target	20	20	20													
	Actual					34	22	16													
	Number of complaints received (Council wide)		M	C	Target	n/a	n/a	n/a													
	Actual					34	25	17													
	Number of compliments received (Council wide)		M	C	Target	n/a	n/a	n/a													
	Actual					9	5	5													

Planning & Regeneration

N1157	The percentage of major planning applications determined within 13 weeks		M	C	Target	85.00	85.00	85.00													
	Actual					66.60	75.00	100.00													
	denominator					4	3	1													
N1157	The percentage of minor planning applications determined within 8 weeks		M	C	Target	85.00	85.00	85.00													
	Actual					88.23	88.00	88.00													
	denominator					15	15	22													
N1157	The percentage of other planning applications determined within 8 weeks		M	C	Target	90.00	90.00	90.00													
	Actual					94.30	95.80	94.00													
	denominator					49	46	50													
	Number of vacant retail units on Bromsgrove High Street		Q	S	Target		48	53													
	Actual																				

VFM Gains 2010-11

Appendix 4

	Efficiencies
	10/11
	£'000
<u>SAVINGS IDENTIFIED</u>	
<u>Council Wide</u>	
Shared service - Alternative Methods	90
Procurement Review	100
ICT Shared Service	39
CCTV Shared Service	46
	275
<u>Financial Services</u>	
Property Services Review	11
	11
<u>Street Scene & Community</u>	
Co-mingled Waste Service	200
Increased income at sanders park	1
Savings from Dolphin Centre	75
	276
Total Efficiency Savings	562

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Earmarked Reserves

Description	B/fwd 2010/11 £'000	Received in Year £'000	Used 2010/11 - Quarter 1 £'000	Total Movement in year 10/11 £'000	Current Position 2010/11 April - June £'000
Building Control Partnership Reserve	-22	0	0	0	-22
Unspent Plan. Del. Grant reserve	-27	0	0	0	-27
Liveability Reserve	-16	0	0	0	-16
LPSA Reserve	-5	0	0	0	-5
Litigation Reserve	-50	0	0	0	-50
Sports Partnerships Reserve	-19	0	0	0	-19
Area Committees	-21	0	0	0	-21
Local Plans Inquiry	-243	0	0	0	-243
Housing - Nightstop	-6	0	0	0	-6
Housing needs assessments and surveys	-2	0	0	0	-2
Council Chamber equipment	-7	0	0	0	-7
Town Centre Development	-18	0	18	18	0
Single Status/JE	-146	0	0	0	-146
Shared Services Agenda incl Joint CE	-444	0	0	0	-444
Business Start up grants	-6	0	0	0	-6
Youth Provision Reserve	-32	0	0	0	-32
Activity Referral Scheme	-4	0	0	0	-4
Town centre Market Stalls	-4	0	0	0	-4
Alcohol Abuse Reserve	-6	0	0	0	-6
Local Strategic Partnership	-25	0	3	3	-23
Recycling Extension	-129	0	0	0	-129
Town Centre Conservation Grants	-5	0	0	0	-5
Equalities	-5	0	0	0	-5
Legal Monitoring Dept	-24	0	24	24	0
Market Hall Demolition	-23	0	23	23	0
Town Centre Electricity	-6	0	0	0	-6
Parks and Recreation	-2	0	0	0	-2
Housing - Education Initiative	-3	0	0	0	-3
Community Safety - WCC & LNP Funding	-25	0	0	0	-25
Sports - H & W SP - Sports Unlimited Grant	-13	0	0	0	-13
	-1338	0	68	68	-1,271

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	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
Is the virement for 2009/10 Only or for future years?							
Future Years	A01 – Monthly Salaries	DP07	-54,006	A01 – Monthly Salaries D88 –	LA00	54,006	Restructure of Leisure and Cultural salaries
Future Years	B90 – Ground Maintenance by Contractor	RG01	-15,000	Miscellaneous Services (Car Park Refunds)	SC01	15,000	Budget re-allocation

--	--	--	--	--	--	--	--	--	--

Customer Feedback How did we do?



- Putting the Customer first
- April to June 2010



Bromsgrove
District Council

www.bromsgrove.gov.uk



Customer Feedback April to June 2010

How did we do?

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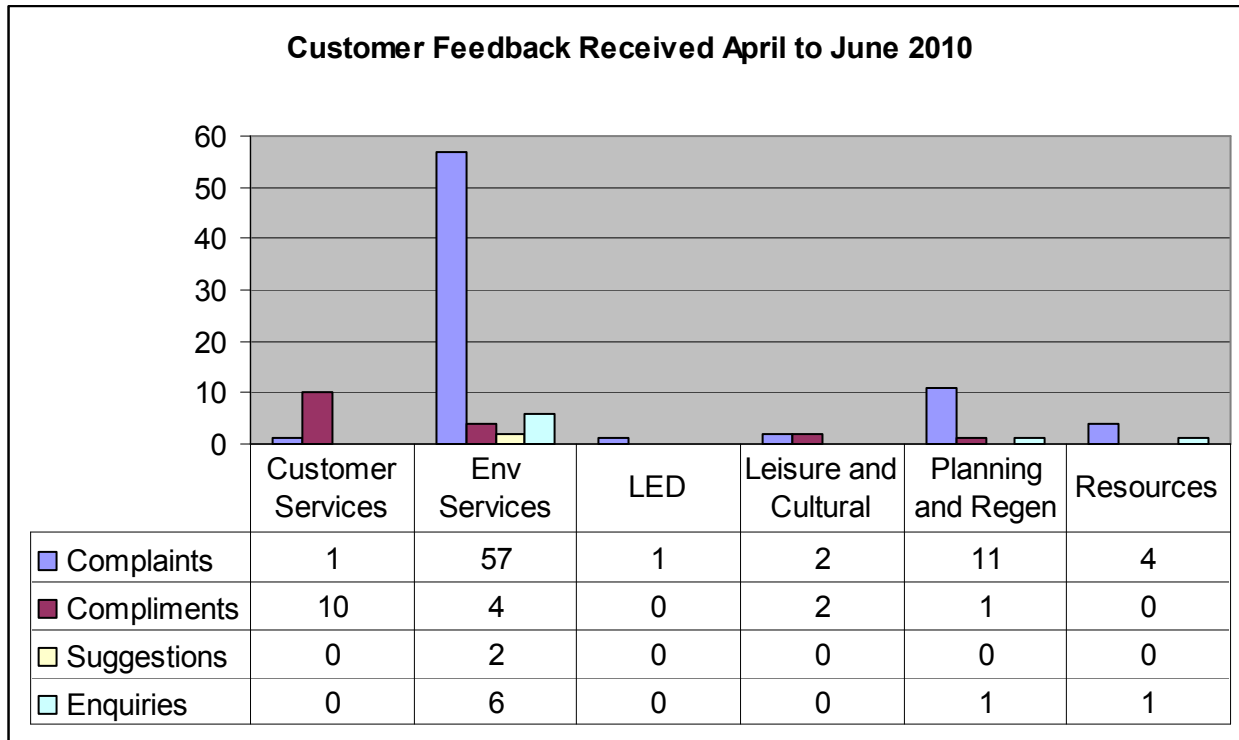
Customer Feedback Analysis April to June 2010

Section1 Corporate Analysis

This section discusses the customer feedback data recorded for the Council but only features the departments that have received feedback.

1.1 Customer Feedback received

Figure 1

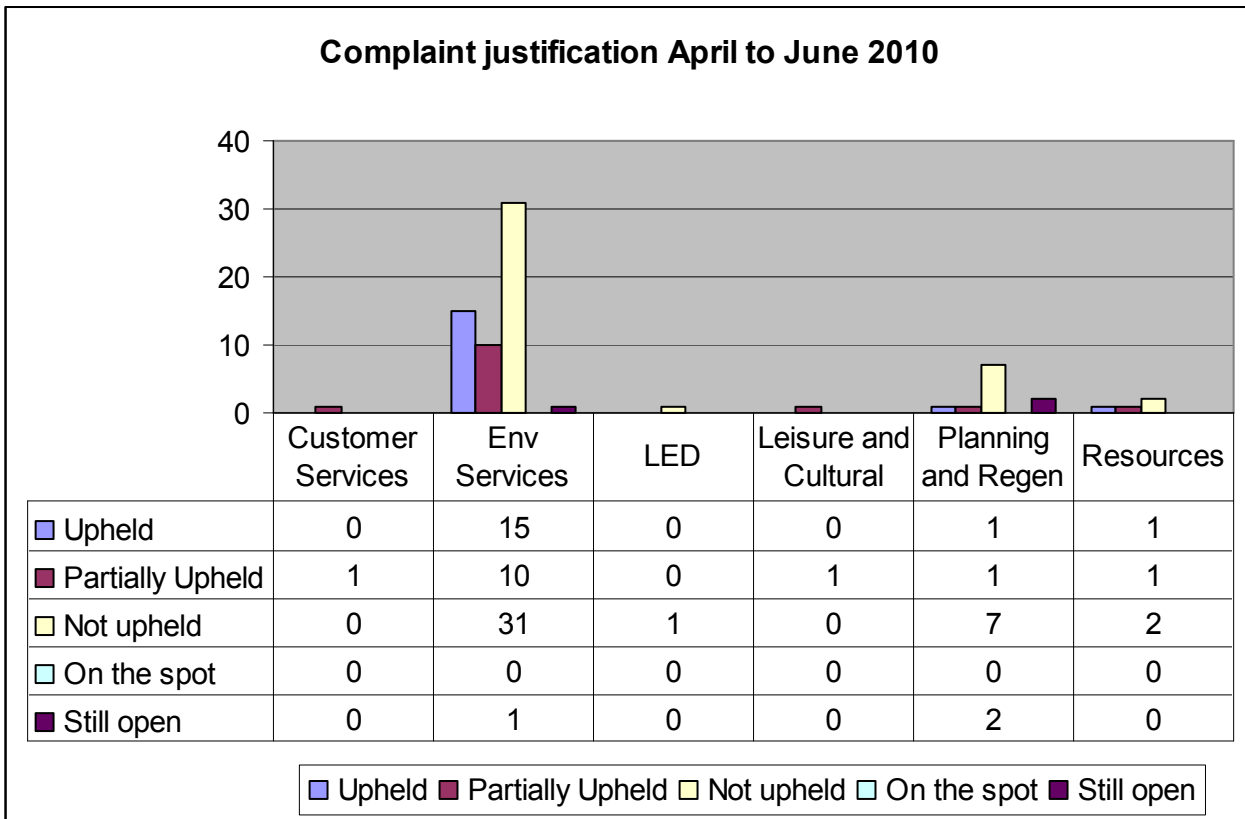


Summary

The Council received 76 complaints in the first quarter of 2010/11 – 5 more than in the last quarter of 2009/10. The number of compliments received decreased from 26 last quarter to 17 this quarter. The compliments received were from customers pleased with events organised by Sports Development and for the excellent service they received from the Customer Service Centre, Waste Team, Environmental Health and Street Cleansing Team.

1.2 Complaint Justification

Figure 2

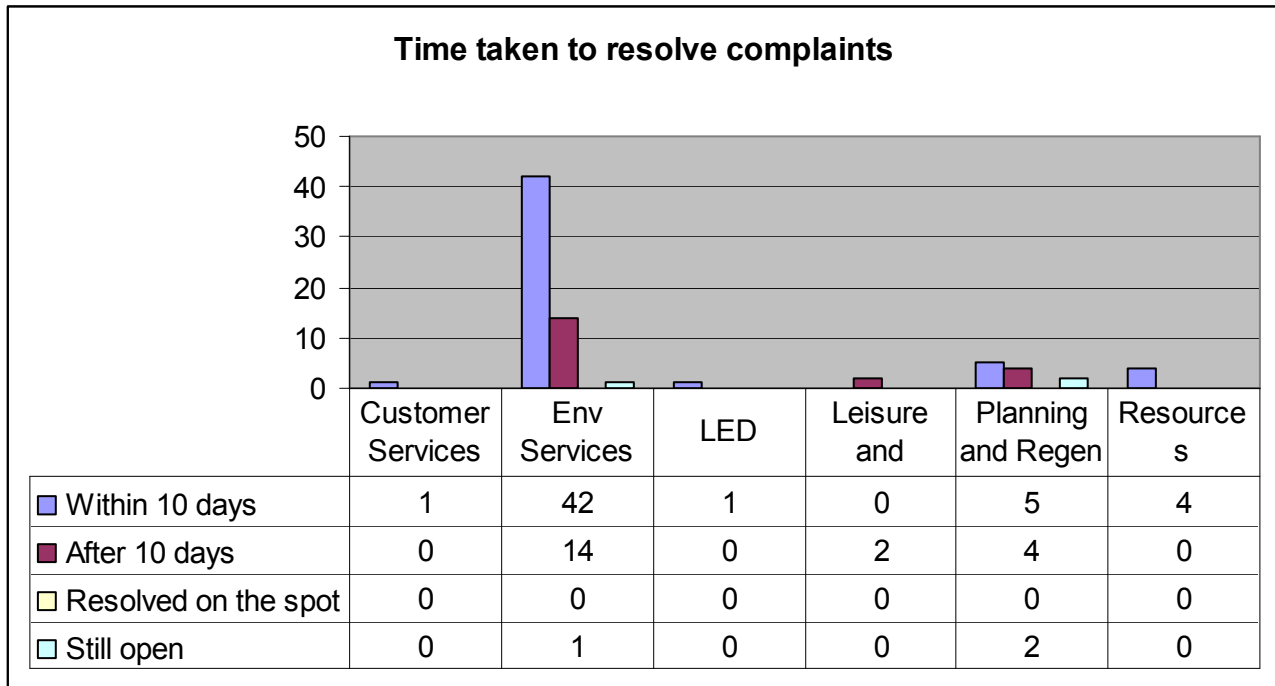


Summary

The number of complaints found unjustified this quarter is 54% which is a **10 %** decrease on last quarter. The increase in the number of complaints being upheld is mainly due to new brown and green bins not being delivered on time (42%) and subsequent missed collections.

1.3 Complaint response

Figure 3



Summary

Our customer standard is to provide a full response to customer complaints within 10 working days of receipt.

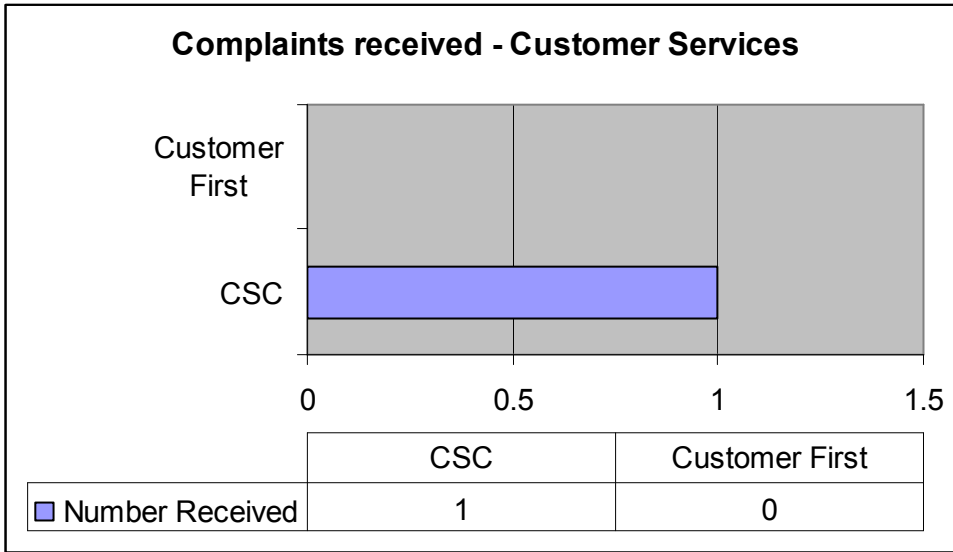
In this quarter we

- dealt with **57%** of complaints within 10 days – this a decrease of **46%** from last quarter
- dealt with **26%** of complaints between 10 – 20 days.
- dealt with **17%** of complaints between 20 – 30 days
- Customers are informed if the complaint investigation will take longer than the 10 day standard

Section 2 Departmental Complaint Analysis

2.1 Customer Services - Complaints Received

Figure 4

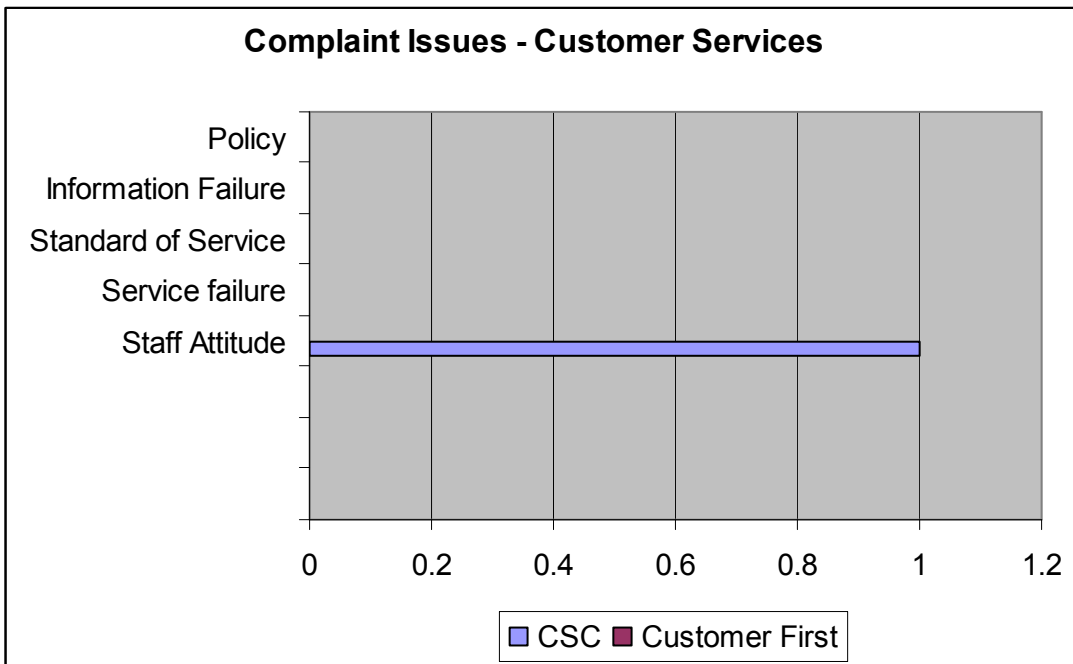


Summary

The Customer Services Department received 1 complaint during this quarter.

2.1.1 Complaint Issues

Figure 5

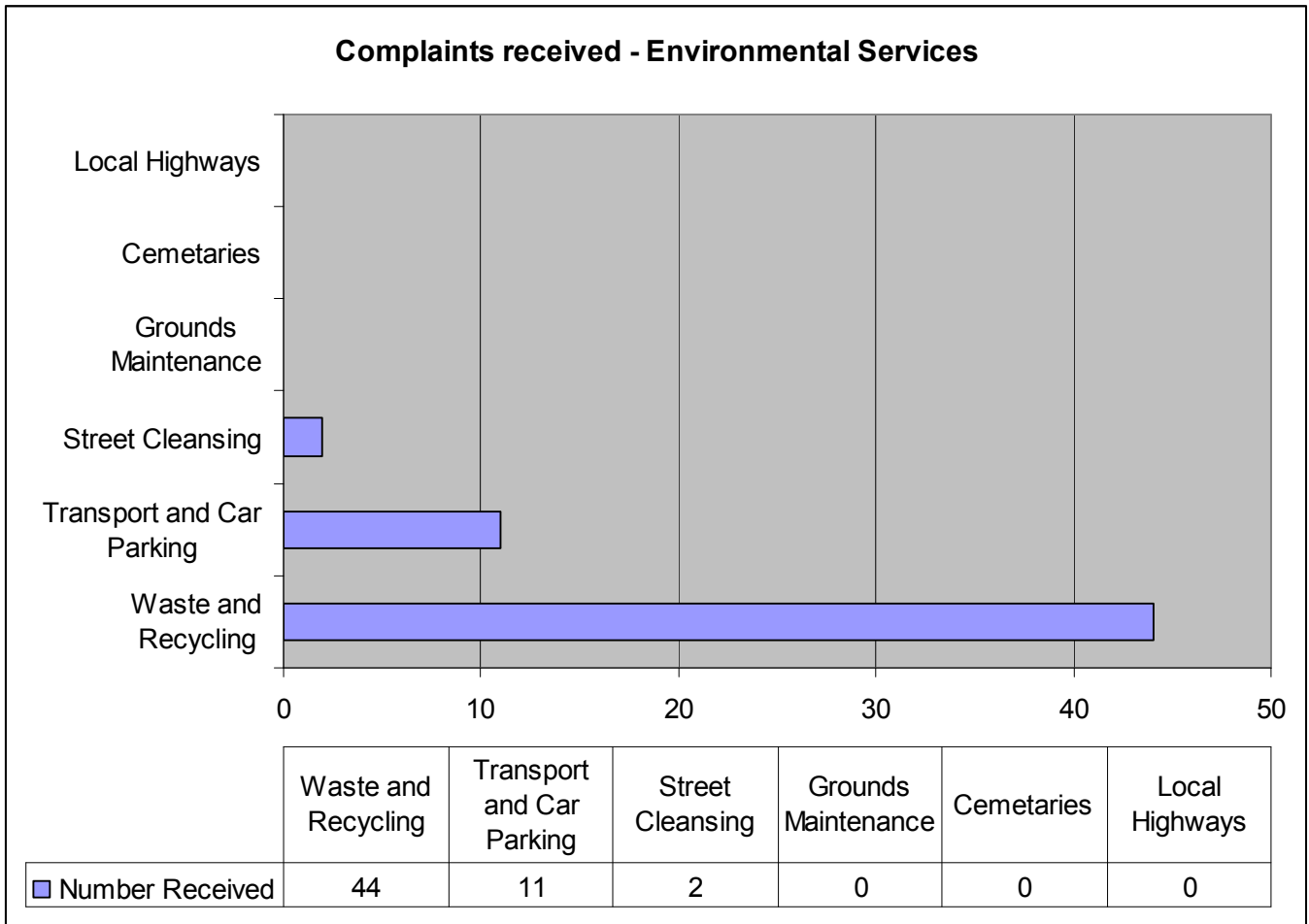


Summary

The complaints received for the Customer Service Centre was about the unhelpful attitude of a Customer Service Advisor.

2.2 Complaints received by Environmental Services Department

Figure 6

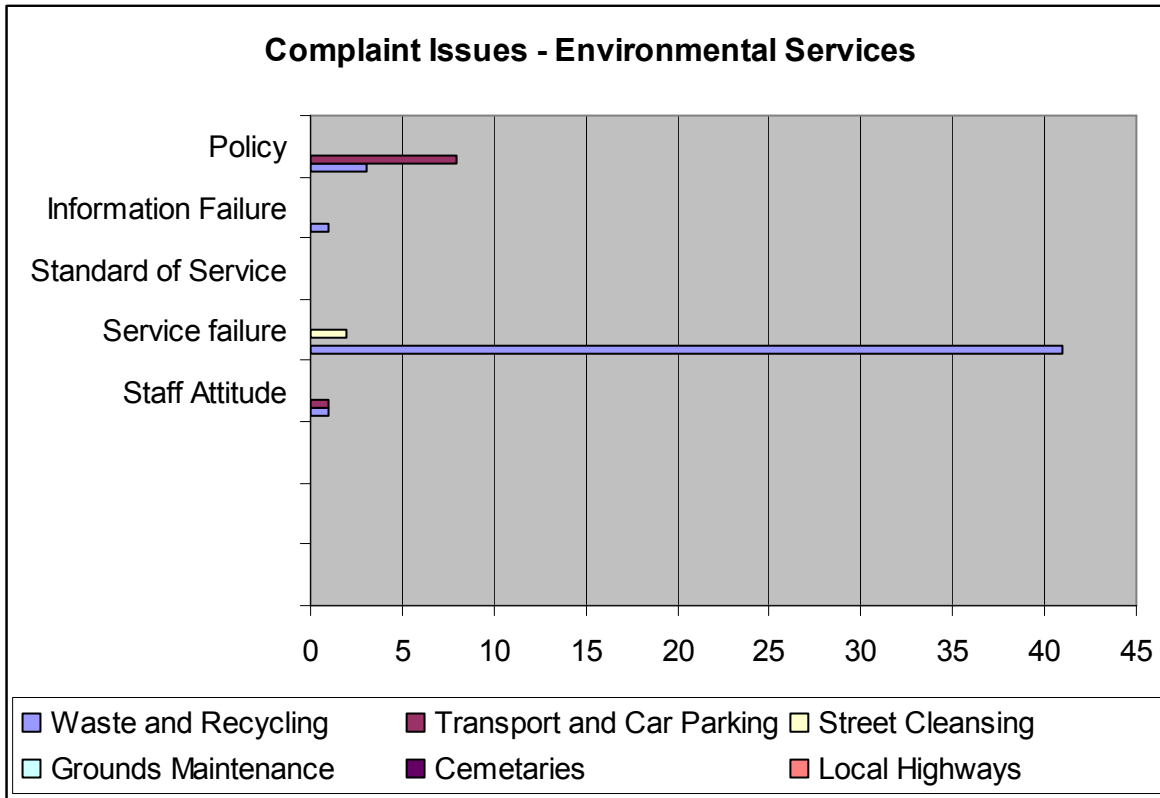


Summary

Environmental Services Department received **57** complaints during this quarter

2.2.1 Complaint Issues – Environmental Services Department

Figure 7



Summary

77% of the complaints received for Environmental Services were for Waste and Recycling Services.

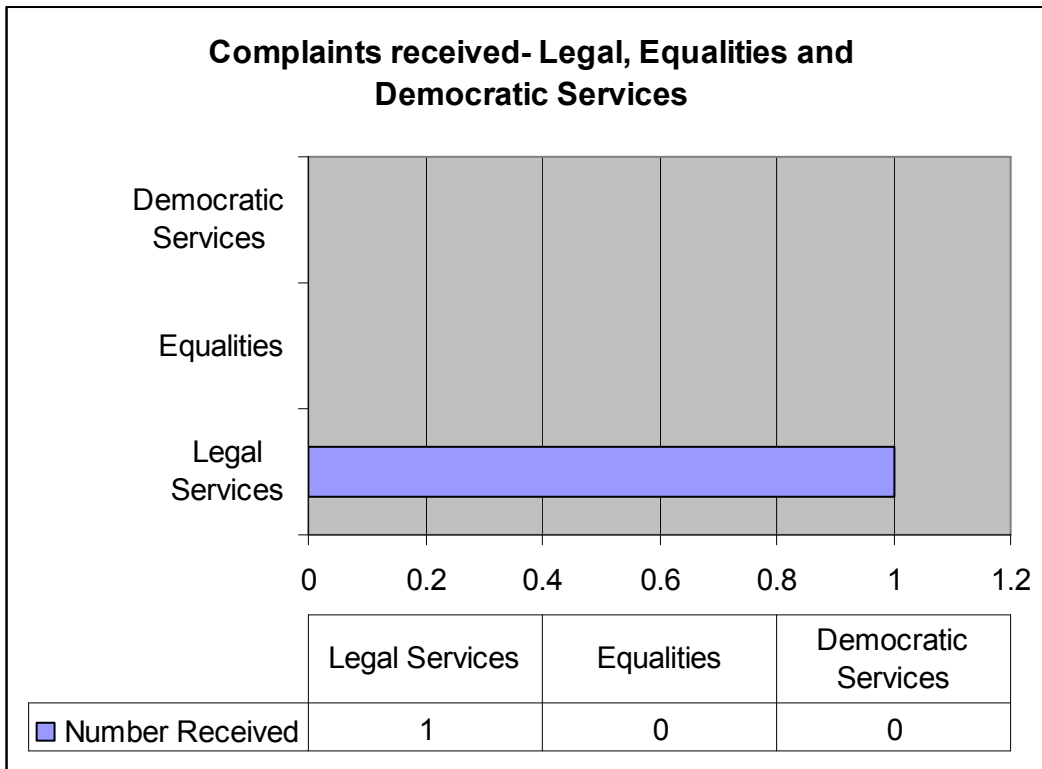
2.2.2 Complaint Issues

The types of complaint received for Environmental Services are summarised below:

Complaint	Numbers	Justified
Delivery delays brown/green bins	25	14 not upheld 7 upheld 4 partially upheld
Problems with recycling	3	1 Not upheld 1 partially upheld 1 upheld
Missed Bins	4	1 partially upheld 3 not upheld
Assisted refuse collection missed	4	3 upheld, 1 partially upheld
Bins not replaced properly	4	2 partially upheld, 1 upheld 1 not upheld
Fly tipping	1	1 upheld
Damage to property by refuse wagon	1	1 not upheld
Policy – Car park Charges	10	10 not upheld
Staff Attitude (1 Car Parks, 1 Waste)	2	1 not upheld, 1 partially upheld
Lack of information re new collections	1	1 partially upheld
Dirty streets	1	1 Upheld
Totals	56 (1 still open at time of reporting)	31 not upheld, 10 partially upheld, 15 upheld

2.3 Complaints Received by Legal, Equalities and Democratic Services Department

Figure 8

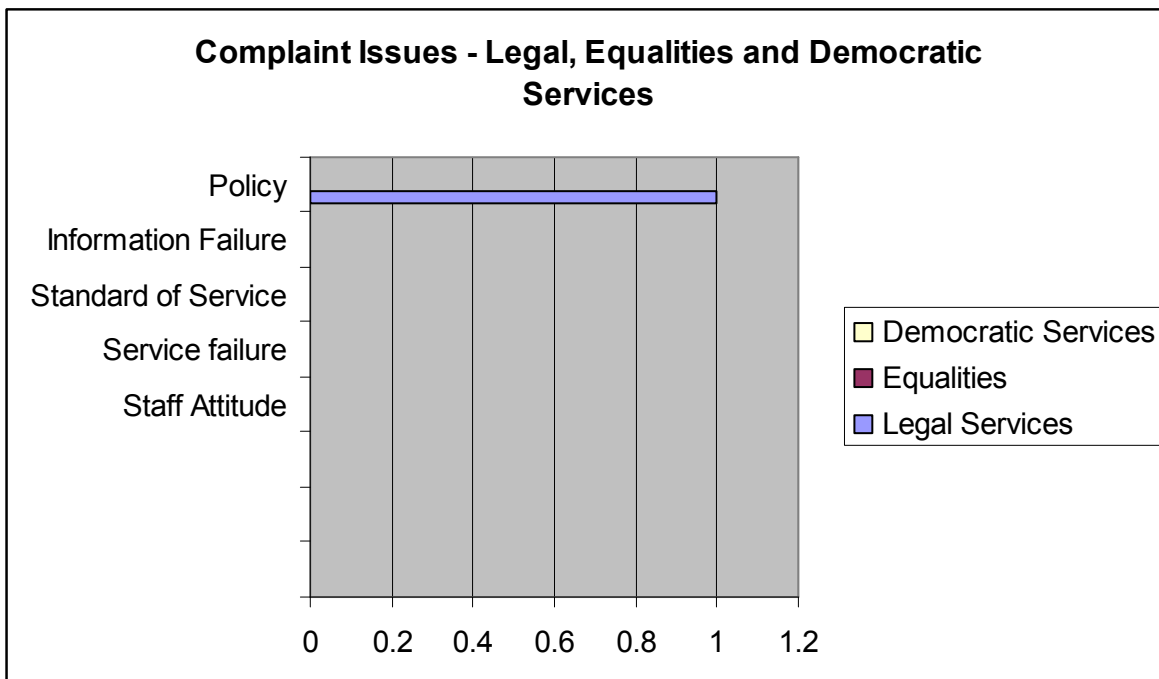


Summary

Legal, Equalities and Democratic Services received 1 complaint this quarter

2.3.1 Complaint Issues

Figure 9

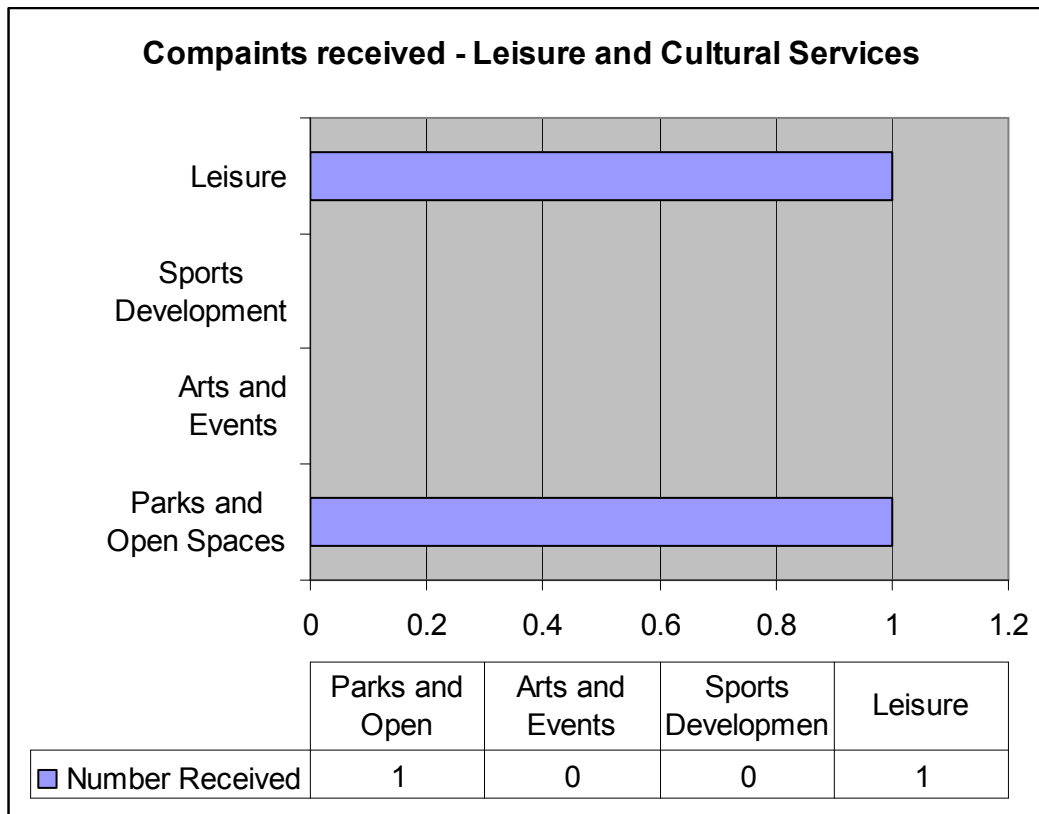


Summary

The complaint received was about the procedure at a planning committee meeting.

2.4 Complaints received by Leisure and Cultural Services

Figure 10

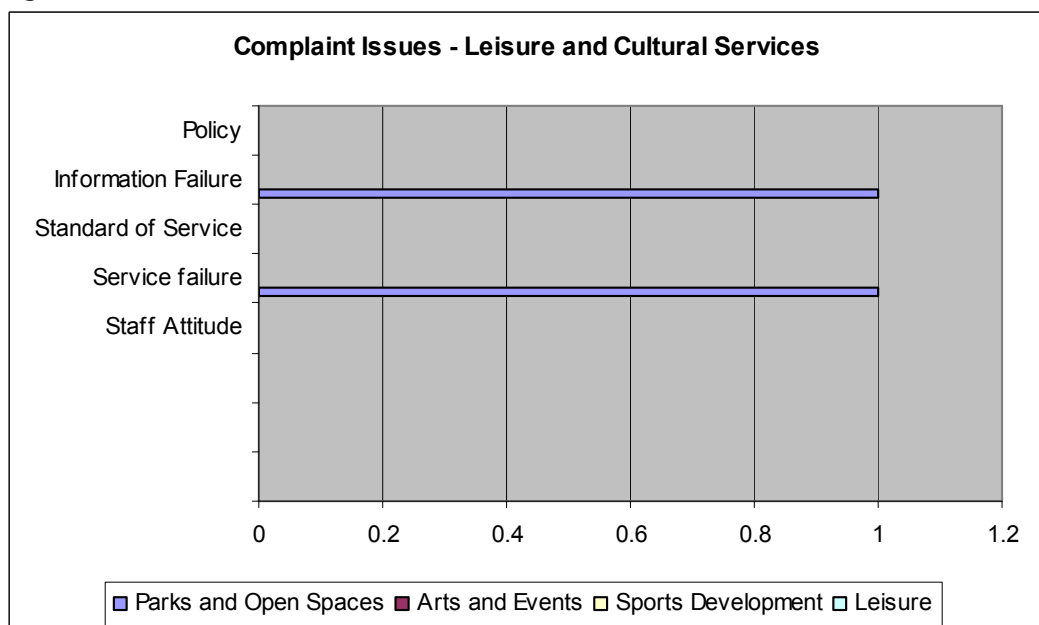


Summary

The Leisure and Cultural Department received **2** complaints this quarter

2.4.1 Complaint Issues

Figure 11

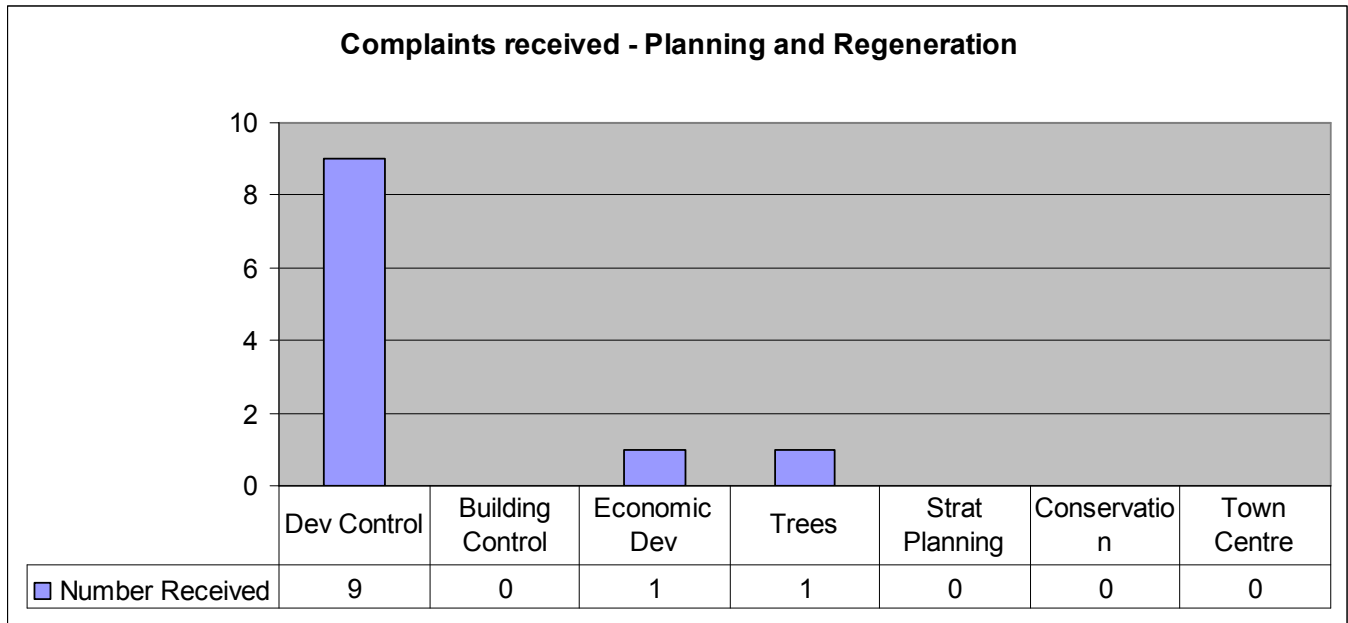


Summary

The two complaints received by Leisure and Culture during this quarter were about parking for walkers in Sanders Park and about signage and information on parking tickets at the Dolphin Leisure Centre – both have now been rectified.

2.5 Complaints Received by Planning and Regeneration Dept

Figure 12

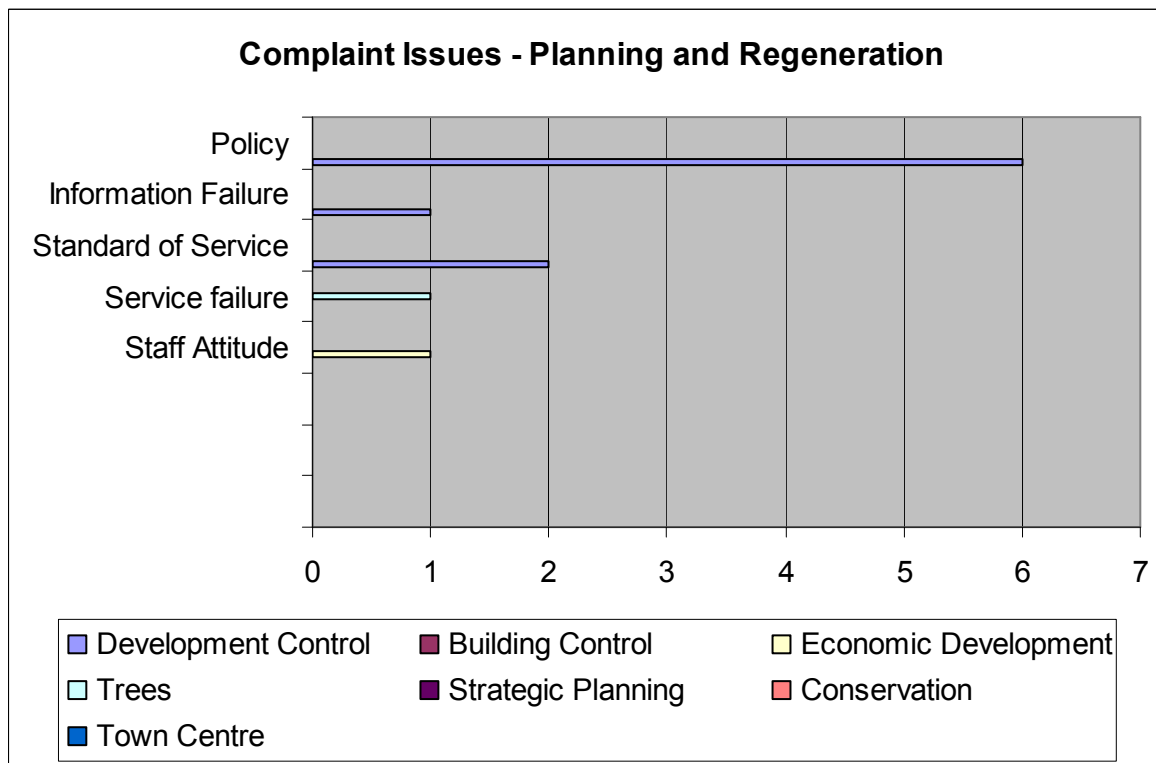


Summary

The Planning and Regeneration Team received 11 complaints during this quarter.

2.5.1 Complaint Issues

Figure 13

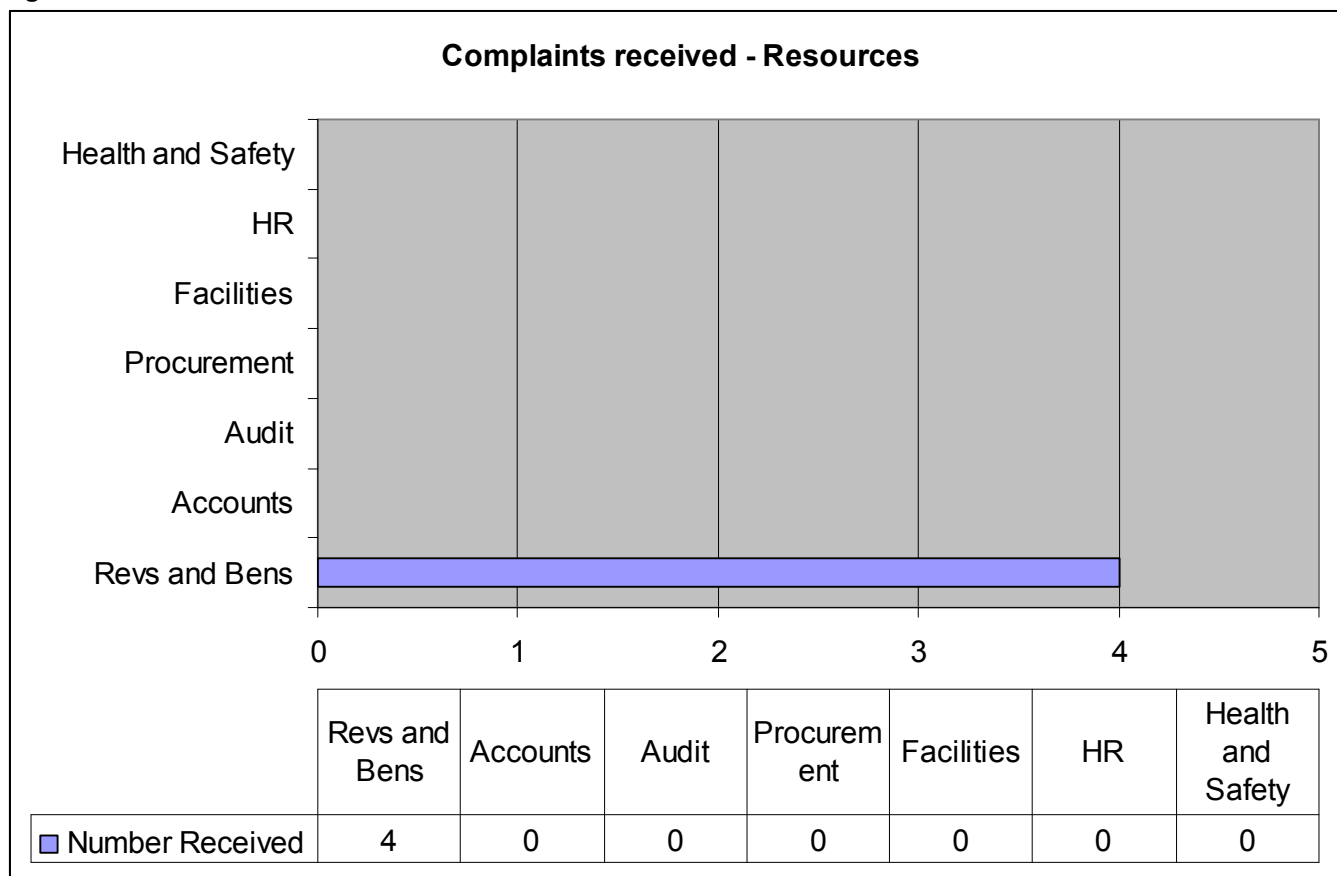


Summary

Complaint	Numbers	Justified
Objections/ information about planning applications/	9	7 not upheld, 1 upheld, 1 partially upheld
Trees - lack of info	1	Still open
Parking of Market Van	1	Not upheld
Totals	11	8 Not upheld, 1 upheld, 1 partially upheld, 1 still

2.6 Complaints Received by Resources Dept

Figure 14

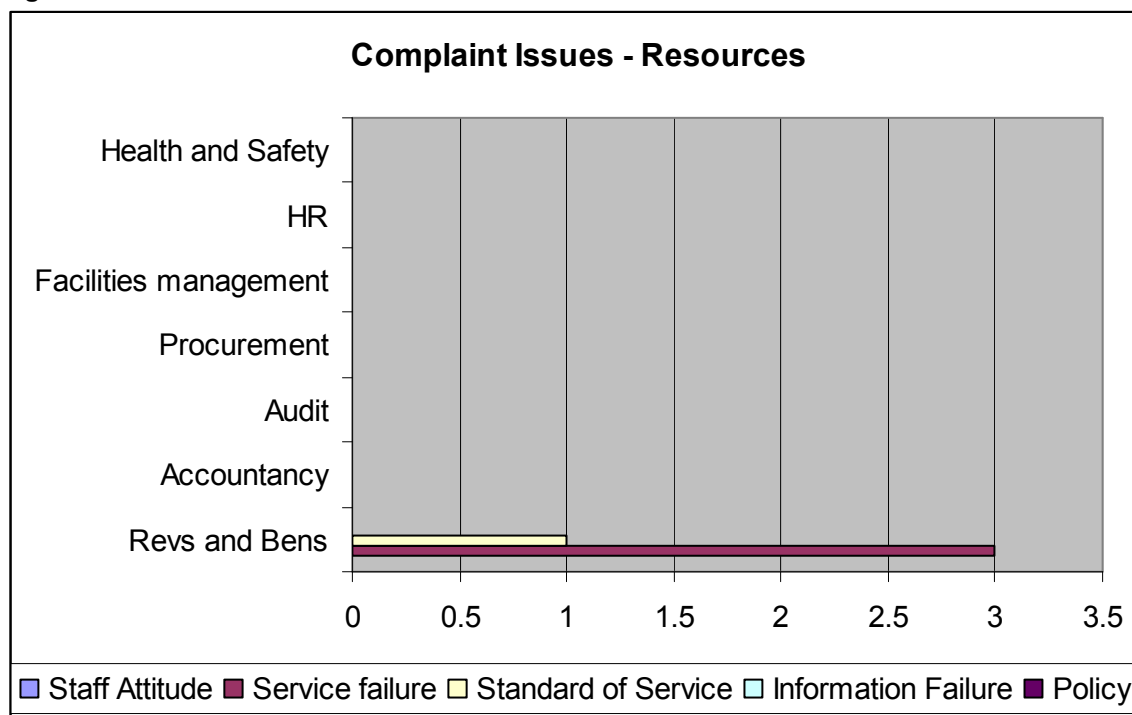


Summary

The Resources Department received 4 complaints during this quarter.

2.6.1 Complaint Issues

Figure 15



Summary

Three complaints received were about Benefit claims and 1 about Council Tax.

Section 3

Identified Trends and Recommendations for Improvement Actions

3.1 Identified Trends

42% of the complaints received this quarter are due to the delay in delivering new brown bins and green bins. The delays have also had a knock on effect on the number of complaints received about collection problems being 11% of the total number of complaints received.

3.2 Recommendations for Improvement Actions.

The Head of Environmental Services has recently submitted a lessons learned report to the Performance Management Board on the implementation of the changes to the recycling and garden waste services. This report addresses all the issues that have led to a significant number of customer complaints received since the introduction of the changes. Funding issues to maintain stock levels of bins, improving the delivery service, financial processes and customer records have been identified as key factors to consider for any future projects.

It is only by listening to our customers that we can find out how well we are performing. Capturing complaints and customer feedback helps us identify where we need to make service improvements. However, we need to ensure that the Council's customer feedback system is being used correctly to capture the information needed to make real changes. The Customer First Officer will be briefing the Corporate Management Team on the customer feedback policy and system so that they can encourage their teams to confidently deal with complaints and other feedback. Awareness/Refresher training is also being considered for major users of the system and new staff members.

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TREASURY REPORT FOR APRIL – JUNE 2010

1. BACKGROUND

The Treasury Management Strategy for Bromsgrove District Council has been underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2009

The Code of Practice recommends that members should be informed of Treasury Management activities at least twice a year, but preferably quarterly. This report therefore ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.

2. THE ECONOMY AND EVENTS IN Q1

- The UK continued to emerge from recession but the level of activity remained well below pre-crisis levels. The recovery is as yet fragile; GDP registered just 0.3% growth in the first calendar quarter of 2010. The final revision for 2010 Q1 GDP has been delayed by the ONS due to worries about data accuracy.
- Consumer price inflation remained well above the Bank of England's 2% target level, with a peak of 3.7% being reached in April. Year-on-year CPI for May 2010 was 3.4% and RPI was 5.1%. Temporary effects are thought to lie behind the elevated rate and inflation is expected to fall over the year due to downward pressure from spare capacity. The measure of inflation excluding indirect taxes (CPIY) came down to 1.6% year-on-year. Arguably this is a much more relevant measure of inflationary pressure for forward thinking policy makers, as changes in the VAT rate aren't sending signals about the pressure on the use of resources in the economy.
- The Bank of England's Monetary Policy Committee maintained the Bank Rate at 0.5% and Quantitative Easing at £200bn.
- The successful formation of a coalition government dispelled uncertainty surrounding a hung parliament result in May's General Election. The new government's Emergency Budget laid out tough action to address the UK's budget deficit, aiming to eliminate the structural deficit by 2014/15. This is to be achieved through austerity measures – £32bn of spending cuts and £8bn of net tax increases. Gilts have benefitted from this decisive plan as well as expected reductions in supply for each year of the forecast. The expected level of spending cuts and tax rises looks to be enough to extinguish the recent concern about inflation

expectations. Therefore, rates 'lower for much longer' remained a relevant message.

- The US Federal Reserve kept rates on hold at 0.25% and the European Central Bank maintained rates at 1%. The major ongoing worries in Europe extended from sovereign weakness in the 'PIIGS' nations (Portugal, Italy, Ireland, Greece and Spain), the exposure of the continent's banking sector to the sovereign and corporate debt of these nations and the risk of contagion extending to other countries.

3. INVESTMENT ACTIVITY – QUARTER 1

The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles.

Investments

	Balance on 01/04/2010 £000s	Investments Made £000s	Investments Repaid £000s	Balance on 30/06/201 0 £000s	Increase/ Decrease in Investments for Q1
Short Term Investments	8,350	3,200	2,000	9,550	1,200
TOTAL INVESTMENTS	8,350	3,200	2,000	9,550	1,200

4. COMPLIANCE WITH PRUDENTIAL INDICATORS

The Council can confirm that it has complied with its Prudential Indicators for 2010/11, which were set in March 2010 as part of the Council's Treasury Management Strategy Statement.

5. OUTLOOK FOR QUARTER 2

At the time of writing this quarterly activity report in June 2010, the outlook for interest rates was as follows:

	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
Official Bank Rate											
Upside risk		0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central case	0.50	0.50	0.50	0.75	1.00	1.25	1.50	2.00	2.50	2.75	3.00
Downside risk				-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50

The recovery in growth is likely to be slow and uneven, more “W” than “V” shaped. The Bank of England will stick to its lower-for-longer stance on policy rates.

Gilts will remain volatile, more so in the election’s aftermath.

The path of base rates reflects the fragile state of the recovering economy and the significantly greater fiscal tightening of the emergency budget. With growth and underlying inflation likely to remain subdued, the Bank will stick to its lower for longer stance on policy rates.

The potential for downgrades to sovereign ratings has receded, but the negative outlook (S&P) will remain for now.

6. Summary

In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during the first quarter of 2010/11. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

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BROMSGROVE DISTRICT COUNCIL

Performance Management Board 20th September 2010

SHARED SERVICES

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

1. SUMMARY OF PROPOSALS

1.1 To update the Board on the Shared Services Project.

2. RECOMMENDATIONS

2.1 It is recommended that the Board:

- i. Considers the attached Shared Service Progress Report and Shared Service and Transformation Programme 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 Shared Services Progress Report (Appendix 1) together with the Shared Services Programme Timeline and Financial Statement 2010-11 are attached.

Performance Management Board 20th September 2010

WETT Programme

- 3.4 Regulatory Services went live on 1st 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. POLICY IMPLICATIONS

- 6.1 None.

7. COUNCIL OBJECTIVES

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

8. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 8.1 The main risks associated with the details included in this report are:
- Non delivery of savings.
 - Non delivery of service improvements.

Performance Management Board

20th September 2010

8.2 These risks are being managed as follows:

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

9. CUSTOMER IMPLICATIONS

9.1 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.

10. EQUALITIES AND DIVERSITY IMPLICATIONS

10.1 None.

11. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

11.1 The whole report is concerned with value for money.

12. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

12.1 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.

13. HUMAN RESOURCES IMPLICATIONS

13.1 The single management team and shared services in general will have significant HR issues and we will need to ensure sufficient capacity to respond to this.

14. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

14.1 See previous point about SLAs.

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

15.1 The Community Safety service is one of the shared services.

Performance Management Board

20th September 2010

16. HEALTH INEQUALITIES IMPLICATIONS

16.1 None.

17. LESSONS LEARNT

17.1 A separate lessons learnt report has been produced.

18. COMMUNITY AND STAKEHOLDER ENGAGEMENT

18.1 Shared Services has concentrated on protecting front lines services through improved efficiencies. If the intention is to change service provision to the public then they will engage with the community.

19. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	Yes
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	No
Head of Service	No
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

20. WARDS AFFECTED

Performance Management Board 20th September 2010

All

21. APPENDICES

Appendix 1 - Shared Service Progress Report (including Appendices A, B and C)

22. BACKGROUND PAPERS

Not applicable

23. KEY

Not applicable

AUTHOR OF REPORT

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Tel: (01527) 881484

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BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

19th August 2010

PROGRESS REPORT

1. SUMMARY

- 1.1 This report seeks to provide an update with regard to all elements of the Shared Services work involving Bromsgrove and Redditch Councils (including the Worcestershire Enhanced Two Tier (WETT) Programme).

2. RECOMMENDATION

- 2.1 It is recommended that Members note the progress to date.

3. PROGRESS UPDATE – EXISTING / APPROVED AND FUTURE SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

- 3.1 Progress on the existing Shared Services between Bromsgrove and Redditch is as follows:

3.1.1 Community Safety and Elections

- a. The Community Safety and Elections Shared services are continuing to perform well and the teams are constantly looking for new ways to improve the shared service and ultimately the service to each Council and its residents. It is suggested that rather than give an update at each Board with regard to operational issues only items specific to the shared service are reported to the Board. Performance issues can be dealt with separately under the emerging performance reporting framework.

3.1.2 ICT

- a. The new team structure for the ICT shared service started on 2nd August 2010. The ICT teams are now working across both locations. This will enable staff to develop an understanding of the different systems and technical infrastructures that are in use at the two Councils.
- b. Recruitment to the ICT Transformation Manager's post has been completed. The new manager is in post and is picking up the delivery of the technical aspects of the shared service project. The Systems Analyst post has also been filled with the new member of staff having joined the team at the beginning of August. The majority of other ICT staff have been slotted into existing posts. There are a few vacant posts which are being recruited to over the coming weeks.

- c. Sub projects to align some of the ICT support and systems are continuing. The new Service Desk system has been implemented at BDC and is scheduled for implementation at RBC in September. Hardware for the virtualisation of servers has been installed ready for build and setup. The orders for the data network alignment project have been placed.
- d. A single domain name (bromsgroveandredditch.gov.uk) has been secured to facilitate a single email service across both locations. The single standardised active directory structure is being implemented to facilitate the use of the new domain name. Part of the active directory implementation required the moving of RBC email addresses to the BDC mail server. There have been some technical issues during the migration of email accounts primarily due to the poor state of the existing RBC mail server. The state of this existing server has resulted in large numbers of mailboxes being corrupted. This corruption resulted in the suspension of the automatic migration of users with a manual process having to be used to complete this piece of work. This has resulted in a delay and issues for staff trying to use their email. This piece of work is now close to completion with the majority of users now having access to their email. The existing mail server at RBC will be decommissioned and disposed of once all mailboxes are migrated.
- e. In addition to the items outlined in the ICT shared service business case other work between the two councils is progressing as follows:
 - i. Disaster Recovery – Configuration and testing of data migration and recovery is ongoing and will continue alongside the other infrastructure changes outlined above, particularly the virtualisation project.
 - ii. Web development – After the Orb ‘go-live’ in May this project is now focusing on content and data structures. Work is ongoing to align the data structures around information management standards for indexing, version control and meta data creation. (Meta data – data about data eg: author, subject, creation date etc). This will be rolled out on a departmental basis.

3.1.3 CCTV / Lifeline

- a. The shared service is nearing completion.
- b. All 8 staff that were accepted on VCR have come to the end of their 12 week notice period and their appointments have formally ended.
- c. Previous Redditch staff who have accepted the new 34 hour contract will receive salary protection on their shift allowance and weekend working on 6 months full protection, 6 month half protection.
- d. The vacant Monitoring Centre Operator post is under recruitment. Interviews will take place on the 17th and 18th August 2010.
- e. The Team is currently preparing for the Telecare Services Association (TSA) Accreditation inspection which is due at the end of September 2010.
- f. There are number of small outstanding issues in relation to the Monitoring Centre Capital works. A provisional handover date has been set for the 19th August. This will only take place when the Head of Service is satisfied that all works have been completed to standard.
- g. As a critical service, the resilience of the services are being monitored closely with a full re-test of the systems scheduled.

3.1.4 Payroll

- a. Redditch continues to operate a joint payroll service for both Redditch and Bromsgrove and this has now been running as a shared service for the last 18 months.
- b. An additional payroll officer has been recruited to support the service as part of the hosting provision for Regulatory Services. An additional 160 staff are now part of the establishment for Bromsgrove District Council and payroll are ensuring that all payments are made to staff in a timely and accurate manner.
- c. Initial discussions have been held with Wyre Forest District Council to explore the possibility of Redditch taking on the provision of a payroll service for them.

3.1.5 Procurement

- a. The procurement agenda continues to be progressed across both Authorities with some additional dedicated support. The procurement officers have presented a business case to the WETT Project Management to further develop the network and shared service opportunities within the County. There were a number of issues raised by the group relating to the delivery of savings and the involvement of the County in further procurement opportunities. The Procurement officers are now looking at revising the case to ensure it addresses all issues raised and this will be represented in the next quarter.
- b. Developments within our respective Council's include the following:
 - Full review, staff consultation and purchase of a new Vending Machine contracted service (BDC)
 - Support to an improved and standard contract for hygiene services (BDC)
 - Support to the tendering of sporting facilities at Barnsley Hall (BDC)
 - Corporate Contracts established for stationery and print services (BDC and RBC)
 - Office furniture contract agreed with Solihull MBC (RBC and BDC)
 - Plumbing supplies, utilities, fencing and landscape materials (RBC)
 - Suite of new printers installed to improve performance and reduce cost (RBC)
 - Advice on the Regulatory Services procurement implications (RBC and BDC)
 - Negotiated savings within the CCTV maintenance contracts (BDC and RBC)
 - Revised contract for trade waste (BDC)
- c. Consultancy advice and support is provided to services from the corporate unit including major projects ongoing in both authorities. This alongside major contract re-negotiations is achieving significant savings supporting both reinvestment in services and cashable savings.
- d. Successful collaboration procurement actions with Members of the Worcestershire and Warwickshire Procurement Group and the RIEP include:
 - Insurance – significant savings for all councils across Worcestershire – Redditch £70K per annum and Bromsgrove £78K per annum.
 - Data analysis – detailed data analysis and management information for all Worcestershire districts on what we purchase, from whom and total values. This will support the requirement for the Councils to provide details of all payments over £500 from January 2011.
- e. Successful supplier seminars have been delivered for both Councils on:
 - “How to do Business with the Council”
 - “Understanding the Documents”

- f. The intranet has been re organised in order to provide guidance for officers on aspects of all procurement. Advice available includes: Supplier Listings, External compliant contracts, Contractual Risk , Framework Agreements, Simple procurement guide, National Procurement Strategy, Social Issues in Procurement, Framework Agreement Letter of Appointment, Model Framework Conditions and Standard terms and conditions.
- g. The harmonisation of policies and procedures is complete and is being considered by both legal services teams to ensure compliance with current practices.
- h. A joint programme of procurement will be commenced to ensure maximum opportunities at both councils in the future. Ongoing developments and programme of work will include:
 - Extension of corporate contracts.
 - Continuation of consultancy advice and support.
 - The Collaborative programme largely driven by opportunities derived from the Spikes Cavell results.
 - Staff and Member training.
 - Supplier seminars.
 - Extended work on policies and procedures including supplier risk and EU remedies Directives implications.

3.1.6 Climate Change

- a. The Climate Change shared service is progressing fairly well. There remain issues in terms of the Councils being at different stages of development in terms of Climate Change performance which means that joint-working is not as efficient as it could/will be in the future. However having said this, for a service which is not yet a year old, the service is progressing positively.
- b. There are five national indicators that relate to climate change. NI185 – emissions from the two councils operations, NI186 – emissions from the community (domestic housing, transport and business), NI187 – fuel poverty, NI188 – adapting to climate change (the Council being in a position to respond to more extreme weather conditions) and NI189 – flood plans. Looking at these in turn:
 - NI185 – The two councils are in contrasting positions. Bromsgrove has historically not had an action plan in place to reduce emissions and awareness of issues such as energy consumption is low. Consequently, Bromsgrove’s emissions have risen from 2008/9 by 10% in buildings (relating to new air conditioning system at Dolphin Centre); staff and Councillor mileage has increased by 18% although this is countered by reductions in emissions from the operational fleet. Overall, the Councils carbon footprint has risen by 5%. This is especially problematic in terms of our 10:10 commitment.
 - Redditch is much more advanced in terms of programmes to reduce emissions e.g. grant programmes for improvements to assets, testing out electric vehicles etc. Mainly relating to improvements to building fabric and systems (partly funded through the Salix funding stream – which has now closed), buildings emissions are down by 7.5%. Staff mileage has also increased by 5%. There remains issues with data quality for fleet emissions therefore the overall picture is still unclear, although it is anticipated that the Council’s carbon footprint will have reduced by around 3-5%.

- The identification of significant mileage issues, possibly as a result of shared services will be looked at by the Climate Change Manager immediately. Good practice from the Environment Agency and Natural England suggest that in order to manage mileage, significant change is needed e.g. reduce reimbursement rates from c.60p to 25p/mile; introduce departmental mileage annual allowances.
 - The joint climate change strategy also has further actions to reduce our internal carbon emissions.
 - NI186 – Community, Business and Transport Carbon Emissions is going relatively well at both Councils although this is a pattern replicated nationwide as the external influence of the recession results in less emissions - more could be done by the Councils locally.
 - NI187 – we are achieving our targets on this indicator.
 - NI188 – The Climate Change Manager has requested to join the corporate risk steering group at Bromsgrove as a way to provide oversight on whether this risk is being managed. This needs to be mirrored at Redditch. In addition, each district representative (where they exist) have agreed to specialise in risk assessing priority services, for example the Climate Change Manager will risk assess Regulatory Services and Waste, Cleansing and Landscape services against extreme weather on behalf of all districts etc.
 - NI189 – This involves the development of flood plans for each parish. This is less of an issue than in the south of the County, but does need to be delivered. The Director of Policy, Performance and Partnerships needs to discuss this target further with the two Executive Directors.
- c. Other items of interest are:
- The Energy Savings Trust One-to-One programme has expanded to cover all districts in the County and therefore is slightly on hold. The Climate Change Manager is working through the process at Bromsgrove and has completed the strategic housing section.
 - RBC has signed up to the national campaign 10:10, aiming to achieve a 10% reduction in its own CO2 emissions in 2010/11. BDC also agreed to sign up, following a presentation to Overview and Scrutiny.
 - BDC have an established process in place to deliver on LSP Better Environment Targets and both indicators for 2010-13 relate to improving performance on Climate Change.
 - The Joint Climate Change Strategy is being scrutinised at BDC in August and in RBC in November and is out for consultation with BDC LSP, district colleagues/interested parties. The Strategy has now been put on the Forward Plan at both councils.
 - Undertaking a viability study of solar PV on Council buildings – relating to the new Feed in Tariff scheme.

3.2 Future Shared Service & Transformation Programme

- 3.2.1 The Programme for the next three years was agreed by Members following the last Board meeting on the 24th June. After a period of consultation with staff there is one change proposed, that Human Resources and Health and Safety are brought forward to September to enable the team to have enhanced capacity during the final implementation of Job Evaluation at Redditch and to support the services going through shared service and transformation in the future. Attached at Appendix B is the updated project plan.

- 3.2.2 The structure of the Transformation Team has now been established and job descriptions and person specifications for three posts have been drafted. The posts will be job evaluated prior to being advertised in late August.
- 3.2.3 Additional support for the development of a systems thinking approach to Transformation is also being sought through Improvement & Efficiency West Midlands (IEWM). Discussions are taking place to establish if IEWM can provide a resource for one day per week to support the Transformation Team in the development of systems thinking skills. It is also anticipated that the IEWM resource would support the first transformational change (Revenues & Benefits) to ensure it progresses in line with the system thinking methodology that will be used.
- 3.2.4 IEWM will also be providing support to the joint Management Conference in October where all managers from RBC & BDC will be introduced to transformational and systems thinking. As the theme of this years Management Conference is Business Transformation, a series of talks and activities are being planned to help managers understand what systems thinking is and how they will be involved in delivering the change programme in their departments.

3.3 Environmental Services - Interim Service Structure Review

- 3.3.1 The Shared Service and Transformation Programme has been published and currently subject to staff consultation. The programme for Environmental Services is scheduled within Year 2 for the period September 2011 to May 2012 (Transformation).
- 3.3.2 It has been identified that there is a more pressing need to undertake an interim review of the current management team within Environmental Services.
- 3.3.3 The Corporate Management Team have agreed to the proposed review in acknowledgement that without the proposed changes it is unlikely that these high profile services within Environmental Services will be able to deliver on the major transformational change and shared services agenda. The review will ensure business continuity and allow the necessary time and resources to shape services for the future.
- 3.3.4 The overall rationale for the review incorporates the following:-
- a. It commences the process of co-ordinating services across the two authorities, where there are already natural links or shared policy objectives.
 - b. It improves the utilisation and co-ordination of existing resources, both staff and budgets.
 - c. It will provide capacity for the Head of Environmental Services to deliver the necessary transformation and be involved in any future WETT programme.
 - d. It reduces the number of Managers that report directly to the Head of Service from the current 12 to 6.
 - e. It improves the balancing of responsibilities across service areas and managerial remits.

3.3.5 The major changes include:-

a. Waste Management & Street Scene

- Brings together staff which are currently based at Redditch Town Hall, Crossgates Depot and Bromsgrove to utilise resources and realise improved services and efficiencies. It will also introduce standardised shared policy, publicity and performance for the waste and street scene service across the two authorities, and a business support team to support all environmental services at Redditch.
- All the current front line operational teams operating from the Bromsgrove Depot and Crossgates Depot in Redditch are retained intact.

b. Transport & Supplies (Redditch)

- The review will improve reporting lines to improve depot management, workshop and fleet management and allows for the management of a new taxi testing field Officer.

c. Landscape, Assets & Bereavement Services

- Brings together staff currently based across the two authorities to introduce standardised shared policy and performance across the two authorities. The review will bring together two functions carrying out complementary capital works but currently managed and working separately. The proposals include a shared bereavement service across Bromsgrove and Redditch and a shared tree management service.

d. Environmental Operations (Redditch)

- Incorporates revised reporting lines to the Head of Service with redirection of the existing team leader posts and direct reporting of the supervisors. This will allow focus on operational delivery and improved customer service.
- Front line operational teams retained intact.

e. Environmental Operations (Bromsgrove)

- The services will have revised reporting arrangements with 3 supervisors reporting direct to a Manager with the creation of an additional chargehand post. This will allow focus on operational delivery and improved customer service.
- Front line operational teams retained intact.

f. Environmental Business Development (Bromsgrove)

- The services will improve reporting and management arrangements, and streamline the management structure of car parks, business support and workshop/fleet management. It will also deliver improvements to the management of capital resources, minor civils and engineering operatives.

3.3.6 Staff Impacts

- a. There will be fifteen members of staff (in the main those in managerial positions) directly affected by the review. These changes include revisions to the post where a change of grade is envisaged, with increased remits or responsibilities.
- b. 132 staff will be affected by revised line management arrangements, however, not affected in current post, grade or job remit.
- c. There will be 4 posts deleted (3 of which are currently vacant) with 4 new posts created to meet the needs of the services.
- d. 4 members of staff transfer to Leisure & Cultural Services with the budget transferred.
- e. It is not envisaged that there will be any redundancies as a result of the proposals.

3.3.7 Budgetary Impacts

- a. It is anticipated that there will be the following savings realised as a result of the review:-

Bromsgrove	£15,499
Redditch	£59,202

Adjusted budget at bottom scale rates.

- b. At top of scale rates, the following savings:-

Bromsgrove	£7,258
Redditch	£41,673

3.3.8 Timescales/Staff Consultation

- a. It is proposed to launch the review proposals at the beginning of September 2010 with a formal period of staff and Trade Union consultation. The review is supported by Human Resources with an agreed resources and consultation plan. Job descriptions and person specifications have been drafted.
- b. Overall, due to the high profile nature of these service areas, it is felt that the proposed changes are required to ensure business continuity and allow the time and resources to fundamentally transform and shape these services for the future. This will deliver improvements in the quality of service to our customers and realise maximum efficiencies for both Authorities.

4. PROGRESS UPDATE – OTHER SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

4.1 Economic Development

- a. The four principal recommendations set out in the report produced by Inspira Consulting Ltd regarding the way forward for the development of an Economic Regeneration and Development Strategy for North Worcestershire have now been agreed by all three North Worcestershire Districts. These recommendations are:
 - shared Economic Regeneration & Development Strategy.
 - teams of all three District Councils be merged to form a single service for North Worcestershire.
 - in time, a fully integrated Housing, Transport, Regeneration and Economic Development Strategy for North Worcestershire.
 - a full, collective role in County structures that shape economic strategy; Members equipped and willing to represent the interests of North Worcestershire, not just their own District.
- b. It has also been agreed to deliver a North Worcestershire Economic & Regeneration service by a single team hosted by Wyre Forest District Council and that an Implementation Plan be agreed between the three Councils with effect from 1st October 2010 or such other date as may be agreed by the three Councils.
- c. A Steering Group of officers has been set up and meets every month.
- d. Work is currently progressing on the following areas:
 - Risk Assessment (Draft produced and circulated for comment)
 - Financial information being exchanged for presentation to the Steering Group
 - Draft structure being drawn up for outline costing purposes
 - Job description and person specification produced for Head of Service
 - Newsletter being produced to inform staff regarding progress
 - List of service functions to be completed
 - Draft project timeline produced (To be populated and revised)

5. WORCESTERSHIRE ENHANCED TWO TIER WORK (WETT) PROGRAMME

5.1 Regulatory Services

5.1.1 Key achievements so far:

- a. Business as usual has been maintained although there are some capacity issues beginning to emerge as the service begins to experience some staff turnover as anticipated. Plans are in place to manage these gaps.
- b. An innovative, forward thinking staff structure is currently out for consultation. The proposed structure makes best use of the opportunity to bring environmental health and trading standards together, to create a workforce that is customer focussed and flexible. It is anticipated that this structure will be in place before the end of the year but will be refined further as business transformation begins to highlight areas for further change.
- c. Staff generally positive and engaged, ongoing relations with recognised TU's good.
- d. Induction events for WRS staff were held in Bromsgrove 26th July to 5th August. Change management events on Thriving in Turbulent Times were held from 30th July to 6th August, to help support staff through the change process.

- e. ICT needs prior to establishing a single platform is being explored. Focus on creating flexible working options and reducing accommodation needs.
- f. Transformation workstream resources allocated full time, with external support being provided by Mouchel. Workshop on the principles of Systems Thinking held on 2nd August with Tammie Blount from Mouchel. Workshop delegates include the Reg Services interim management team and the transformation workstream staff.
- g. The Joint Committee met for the first time on the 11th June at which their role and terms of reference were agreed. The next meeting is on the 9th September.

5.2 Audit

- a. Staff were TUPE transferred to Worcester City Council employ on 1st June 2010.
- b. Recruitment to the Internal Audit Manager post has now been completed with an external appointment being made. It is hoped that the new manager will be in post shortly.
- c. The Service Level Agreement is currently under review by internal officers and it is anticipated that this will be formally agreed by end September 2010.

5.3 Property

- a. Staff were TUPE transferred to Worcester County Council employ on 1st June 2010.
- b. There are a number of issues under review and consideration in relation to the responsibilities of the County Council and the residual impact left with officers, particularly with Redditch service provision. The Service Level Agreement has not yet been agreed and without full resolve of the issues currently under review there is no target date for completion.

6. FINANCIAL IMPLICATIONS

- 6.1 The ongoing saving delivered through the single management team is £330k in 2010/11 arising to £450k in 2011/12 following the initial support for implementation that will be required in the Councils.
- 6.2 A detailed review has been undertaken by officers of both Councils to identify a more robust allocation method for the cost sharing of the shared services already implemented. Following discussions and consideration of best practice in cost sharing the revised position is as follows:
 - Elections – based on electorate
 - Payroll – based on payslips produced
 - Community Safety – 50% share agreed as no other cost sharing basis relevant
 - Lifeline – no of units
 - CCTV – no of cameras
 - ICT – 50% share agreed on initial split – to be revised when infrastructure requirements realised through future developments.
- 6.3 The schedule attached at Appendix C shows the revised allocation of savings sharing for each Council and reflects the estimated position of savings for 2010/11. This position will be reported on a quarterly basis to the Board for consideration.
- 6.4 The services shared for Community Safety and Elections do not realise cash efficiencies but have provided increased resilience and improvement across both Councils.

7. LEGAL IMPLICATIONS

- 7.1 None arising directly from this report – these will be addressed as each proposal is brought forward for consideration however work is going on with regard to the progressing shared services agenda between the two councils as follows:
- Members are advised that the Shared Services Framework Agreement has now been completed and signed and adopted by each authority in accordance with the agreement of each Full Council in June 2010.
 - The governance arrangements in respect of the WETT programme have been finalised and the Regulatory Service Joint Committee is fully operational being administered out of Bromsgrove District Council and supported by officers from Bromsgrove District and Redditch Borough Councils.

8. COUNCIL OBJECTIVES

- 8.1 Each Council will need to ensure any proposals support its own Council Objectives.

9. RISK MANAGEMENT

- 9.1 None arising directly from this report however it is envisaged that the approach to Risk Management will operate at 2 levels:
- a. Risk mitigation/controls for respective proposals/services
 - b. Ongoing assessment of the short/long term risks contained within the original feasibility report.
- 9.2 Risk registers at both Councils include the corporate risks associated with the delivery of the transformation programme. These will continue to be monitored as part of the wider risk management considerations at the relevant Audit Board and Committees.
- 9.3 In terms of the ongoing assessment of the short/long term risks contained within the original business case an update is provided at Appendix A. Members are asked to consider the risk register in order to ensure it includes all risks and that members are comfortable with mitigation.

10. CUSTOMER IMPLICATIONS

- 10.1 No direct impact on the Customer arising from this report, although indirectly the intention of each area is to deliver efficiencies/savings or improve service quality to the ultimate benefit of the customer.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 None arising directly from this report – these will be addressed as each proposal is brought forward for consideration.

12. VALUE FOR MONEY IMPLICATIONS

- 12.1 Value for Money and delivery of efficiencies is the driving force behind Shared Services.

13. HUMAN RESOURCES IMPLICATIONS

- 13.1 There will be ongoing human resource issues in the forthcoming transformation programme and an additional fixed term post has been recently recruited within the HR team to ensure capacity is available to support staff during the future changes in structures and services.
- 13.2 Members, staff and the Trade Unions will be kept fully apprised of proposals including formal consultation where there are impacts on terms, conditions and any employment matters. This has been the case in all shared services currently implemented and the arrangements have been well received by unions and staff.
- 13.3 Staff involved in the Regulatory WETT services have TUPE'd across to Bromsgrove District Council as host authority and consultation is to start shortly in relation to the planned restructure of the service. Trade Unions will continue to be involved during the period of restructure.
- 13.4 Officers recruited to the Single Management Team have been issued with Contracts of Employment advising that any impact as a result of the harmonisation of terms and conditions of employment will be subject to formal consultation prior to implementation.
- 13.5 Work is proceeding in respect of mapping and proposals for the harmonisation of terms and conditions for both Bromsgrove and Redditch. A meeting with unions is to be arranged for September to enable the first review of the proposed revised policies which cover a number of key contractual terms and conditions.
- 13.6 The HR teams are working together on a number of issues across both Councils and the HR manager in Redditch has led the Regulatory support service for HR on behalf of Bromsgrove District Council.

14. GOVERNANCE/PERFORMANCE MANAGEMENT

- 14.1 One of the recommendations of the recent Audit Commission report on the Shared Services working was:

The Councils should develop a performance management process for shared services. The Councils will need to consider what information is needed for the single management team to manage performance and what information will be needed to enable councillors to manage and scrutinise performance.

- 14.2 As both Councils have their own performance reporting mechanisms in place rather than duplicate them it is felt that a half yearly report to the Shared Services Board would be appropriate. This will seek not only to measure achievement of targets but also capture successes and challenges. The Director of Policy, Performance and Partnerships has a meeting next week with the two performance specialists in each council to work up a simple template and measures of success.

15. OTHER IMPLICATIONS

Procurement Issues None in relation to this report.
Personnel Implications Staff and trade union consultation would need to be undertaken with any proposals that have an impact on staff.
Governance/Performance Management As outlined above.
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None
Environmental None

16. WARDS AFFECTED

All

17. APPENDICES

Appendix A Risks

Appendix B Shared Service & Transformation Programme Timeline (Amended following consultation August 2010)

Appendix C Financial Statement

18. BACKGROUND PAPERS

Shared Services Papers.

Kevin Dicks
Chief Executive
Bromsgrove District and Redditch Borough Councils

In developing the risk analysis the following matrix has been used:

Likelihood:		Impact:	
High	4	Critical	4
Significant	3	Major	3
Medium	2	Marginal	2
Low	1	Low	1

Ref	Risk	L	I	Score	Mitigation
1.	Impact of changes in political leadership	3	2	6	The programme and the proposed governance model have been designed to accommodate changes in political leadership. Regular meetings with Leaders of all Political Groups (at RBC) to ensure that it is clear that the management team serves all members not just controlling group.
2.	Lack of staff capacity to implement the recommendations.	2	4	8	The proposed Transformation Team and the fact that it is embedded within the organisational structure will provide expertise and resource to plan and lead the implementation programme. In addition an increased number of management posts (as against that proposed by Serco) have increased the capacity of the management team to deliver the change required. Furthermore, the financial plan for the first year of shared services includes funding to provide additional legal, financial and Human Resources support during the period of transition. In addition to this the Shared Services / Transformation Programme has been developed to try to ensure that there is the capacity to deliver this.
3.	Loss of key senior staff following recruitment	1	3	3	The new management team have effectively taken up new roles now – this risk has therefore been reduced in terms of level.

4.	Lack of buy-in from staff	2	2	4	The staff interviewed by Serco understood the need for sharing and the recommendations within the business case have minimal impact on the majority of staff. A regular programme of staff engagement, communication and consultation is underway to ensure staff are fully involved with the process. The new management team are providing support to staff by being located at both Councils during the course of the week to provide visible leadership and support. In addition a number of staff forums have been held to introduce and network with the new management team.
5.	Lack of support from unions	2	3	6	Ongoing and regular dialogue with Unions throughout the whole process to ensure they are involved in the process. It has felt that this has gone well with regard to the Bromsgrove and Redditch Shared Services agenda but needs to be improved with regard to WETT projects.
6.	Downturn in performance during implementation.	2	4	8	The transformation programme will be spread over three years to allow a gradual approach, including up to a year to design the new structure, develop the new business plan and prepare for implementation for each service. This, together with careful monitoring of performance, will reduce this risk. Regular performance monitoring is continuing at the joint Corporate Management Team to identify any concerns early.
7.	Cultural differences between the two Councils	2	3	6	These will be addressed as part of the engagement and communication strategy for the overall programme and as part of the Transformation Programme. This will be supplemented by investment in and commitment to a meaningful organisational development programme that promotes the development of a new culture for the partnership organisation (which is not subordinate to the pre-existing cultural norms). Linking Organisational Development with the Transformation agenda will also help to address this. Top team development days have been held (including systems thinking) with further sessions planned to ensure that the cultural differences are addressed.
8.	Differences in terms and conditions	3	3	9	Work is already underway to identify and address these differences and this will be accelerated to ensure a common set of terms and conditions are in place as soon as possible. See earlier in the report.
9.	Differences in IT systems	3	2	6	While differences in IT systems in some services will reduce the initial scope for savings, this issue will be addressed as part of the implementation planning for individual services and will be removed over time as contracts come up for review. This will be supported by the move to a Shared ICT service.
10.	Potential conflict with WETT work	1	1	2	The Management Structure take full account of current and planned WETT work. The Shared Services programme will take account of any future WETT programme.

11.	Meeting member expectations in relation to access and engagement	3	3	9	The overall governance model will be reviewed to find the most effective way of enabling one service manager to engage with members and service two committees.
12.	Delivering the projected savings and non-financial benefits	2	3	6	The savings in the revised financial model will be achieved – severance costs are lower than budgeted.
13.	Confusion for customers	3	3	9	This risk can be mitigated by a programme of regular communication, which stresses the benefits of the changes, both financially to the two Councils and in terms of improved delivery of services to customers.
14.	Emergence of issues presenting a 'conflict of interest for the CEO / other management team members in relation to policy advice to both Councils during lifetime of longer term partnership (e.g. wicked issues such as future LGR)	2	4	8	The structure proposes a Lead Officer for Redditch and a Lead Officer from Bromsgrove when issues such as this arise. In addition a conflicts resolution policy has been agreed as part of the overarching agreement.

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Financial Summary - Shared Services - Estimate 2010/11
April - June 2010/11 - Quarter 1

	Budget 2010/11 £'000	Actual £'000	April - June 2010/11 £'000	April - June 2010/11 £'000	Variance £'000	Comments
<u>Cashable Savings</u>						
Single Management Team	247	213	115	148	33	Additional savings due to 2 posts not filled till May / July
Less : Transitional Support costs	-65	-65	-33	-20	13	Costs anticipated to be spent during next quarter
Net Savings from single management team	182	148	82	128	46	
<u>Other shared services savings</u>						
Payroll	48	17	16	16	0	Share based on number of payslips
IT & Lifeline	81	202	71	71	0	Share based on number of units / cameras at each Council
ICT	63	63	32	32	0	Share based on staffing savings and reduction in contract prices due to shared arrangements
Abandoned Vehicles Joint Contract	6	6	3	3	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
Insurance Joint Contract	70	78	37	37	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
Savings/ costs (-) from Other Shared Services	268	366	159	159	0	
Overall position - cashable savings	450	514	241	287	46	
<u>Non Cashable Savings</u>						
Web Developer	19	19	10	10	0	Based on the Councils sharing a web developer and reducing costs to each Authority
Procurement	26	26	13	13	0	The procurement advisor has been in post on a shared basis for 3 years and has delivered significant savings to each Council
Dog Warden joint contract	11	11	6	6	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
Joint Sustainability Officer	15	15	8	8	0	Sharing a climate change/sustainability officer has delivered an improved service at reduced cost
Non Cashable Savings	71	71	37	37	0	
Overall position	521	585	278	324	46	Additional Savings generated April - June 2010.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

20th September 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 in 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

20th September 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

20th September 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

20th September 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

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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>Shared Services Highlight Report</p> <p>Lessons Learnt Report – Waste Recycling</p> <p>Dolphin Centre Service Level Agreement</p> <p>PMB Work Programme</p>
Aug 10	No meeting.
Sep 10	<p>Quarter 1 10/11 Integrated Finance and Performance Report</p> <p>Shared Services Highlight Report</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>Annual Financial and Performance Report 2009/2010.</p> <p>Shared Services Highlight Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Place Survey</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