



## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE PERFORMANCE MANAGEMENT BOARD**

**MONDAY 15TH NOVEMBER 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 18th October 2010 (Pages 1 - 4)
4. Report and Presentation on Housing and Homelessness (Pages 5 - 22)
5. Quarter 2 Integrated Finance and Performance Report (including Sundry Debtors Report) (Pages 23 - 104)
6. Annual Finance and Performance Report 2009/2010 (Pages 105 - 120)
7. Shared Services - Verbal Update
8. Work Programme (Pages 121 - 128)
9. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

5th November 2010

K. DICKS  
Chief Executive

# Agenda Item 3

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 18TH OCTOBER 2010 AT 6.00 P.M.

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

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

28/10 **APOLOGIES**

An apology for absence was received from Councillor S. R. Colella.

29/10 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

30/10 **MINUTES**

The Minutes of the Performance Management Board held on 20th September 2010 were submitted.

The Director of Policy, Performance and Partnerships responded to the issues raised in the minutes and agreed to seek further clarification in respect of the Joint Contract for Abandoned Vehicles.

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

31/10 **ANNUAL FINANCIAL AND PERFORMANCE REPORT 2009/10**

After consideration this item was deferred until the meeting of the Board on 15th November 2010. The Director of Policy, Performance and Partnerships explained that the document had been created for publication on the internet only and agreed that when provided in hardcopy format, it was difficult to read. A more suitable format would be provided at the next meeting.

32/10 **COUNCIL PLAN 2010/2014 PART 1**

The Board considered the Council Plan 2011-14, Part 1 and the Director of Policy, Performance and Partnerships provided the Board with an update on the Council's current position in the light of the forthcoming Comprehensive Spending Review. Heads of Service had provided information on budget savings and these had been considered by Corporate Management Team at a Budget and Business Planning meeting. It was agreed that the Council was well positioned and better prepared to respond to the Comprehensive

Spending Review as a result of improved business practices and shared services.

Members discussed the following items in more detail:

- Funding for Worcestershire Viewpoint and the use of a more localised survey that measured customer service and satisfaction with local services.
- The Railway Station Development – Officers advised Members that the Director of Planning and Regeneration, Regulation and Housing Services would attend the Overview Board meeting on 2nd November 2010 to give an update on the current position.
- Economic Development – development of the Core Strategy, partnerships working and improved marketing.
- Climate Change – Members discussed the difficulties facing the Council due to the ongoing problems with buildings and therefore the inability to have a big impact on CO<sub>2</sub> emissions.
- Bromsgrove Urban and Rural Transport (BURT) was a valuable service provided to a small, but vulnerable, part of the community. It had only been running for a year, and it was agreed that it should be for Councillors to decide whether it should continue to be provided.
- The Population – in particular the predicted increase in the ageing population and housing needs.
- Children's Health – in particular childhood obesity and mental health services. Members were concerned what effect the changes due to take place within the National Health Service would have on the District.
- Big Society and the Council's position on this.

**RECOMMENDED** that the idea of Big Society is debated by Members of the Council to decide its position and what it means to the Council.

**RESOLVED:**

- (a) that the Board endorses and supports the work of the Local Strategic Partnership Board in improving the focus on Economic Development (and in particular marketing); and
- (b) that the Joint Overview and Scrutiny Board consider including within their work programme, the implications of the new NHS arrangements, and in particular the impact on local health priorities.

33/10 **EMPLOYEE SURVEY REPORT**

The Board considered a report on the findings of the Council employee survey for 2010 and supporting action plan. Members agreed that in future it would be helpful to have a comparison of the results with the previous year. The Director of Policy, Performance and Partnerships explained that questions were not always the same, making this difficult. However, he agreed that this would be useful and would feedback the Board's comments to the relevant Head of Service.

Members also discussed the issue of bullying and the Director of Policy, Performance and Partnerships confirmed that this had been investigated in detail and appropriate action had been taken.

It was also noted that another area of concern arising from the survey was that only, 56% felt that the organisation engaged with them when undergoing change and that this would be an area of focus in the action plan. However, when checking the action plan, this was not in fact the case. The Director of Policy, Performance and Partnerships assured Members that this was being addressed, but would feed this omission back to the Head of Service.

**RESOLVED:**

- (a) that the Employee Survey 2010 findings and action plan be noted; and
- (b) that the Personal Development Review figures be brought to the Performance Management Board as part of the corporate set.

34/10 **WORK PROGRAMME**

The Board considered the Work Programme, and was informed Members that there was not a Shared Services Report this month as there had not been a meeting of the Shared Services Board. The Board was advised that the next report would be in a revised format, as discussed at the meeting held on 20th September 2010.

It was agreed that the Annual Financial and Performance Report 2009/2010 would be brought to the meeting on 15th November 2010 in a revised format. The Director of Policy, Performance and Partnerships also advised Members that the Head of Strategic Housing would give a presentation, and not a report, to the meeting on 15th November 2010 in respect of Housing and Homelessness. Members requested sight of the slides in advance of the meeting, if possible.

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

The meeting closed at 7.15 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD 15<sup>TH</sup> November 2010

#### Homelessness and Housing Register Update Autumn 2010

Relevant Portfolio Holder	Councillor Peter Whittaker
Relevant Head of Service	Angie Heighway

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

- 1.1 At the meeting of the Performance Management Board on the 20<sup>th</sup> September, it was resolved that the Head of Strategic Housing be asked to provide a detailed report on homelessness for the next meeting of the Board.
- 1.2 This report therefore sets out information regarding homelessness trends over recent years, performance in homelessness prevention, housing register numbers and provides an overview of the Housing Options Service and prevention initiatives that are currently provided in the district. The report also identifies issues that may impact upon both the future demand for housing from homeless and potentially homeless applicants and the effectiveness of homelessness prevention services at a time when funding for the provision of affordable housing is being significantly reduced.
- 1.3 This report will be introduced with a presentation delivered by members of the Council's Strategic Housing Team and officers of bdht who carry out the Council's Homelessness Duty and Housing Register functions under a service level agreement.

#### **2. RECOMMENDATIONS**

- 2.1 That the performance of the range of homelessness prevention initiatives and success of the Housing Options service in significantly reducing homelessness acceptances be noted.
- 2.2 That trends indicating a potential increase in demand from homeless or potentially homeless clients following a period of economic downturn and the implications of proposed welfare benefit changes on the demand for homelessness services in the future be noted.
- 2.4 That the importance of maintaining and continuing to invest in good housing advice and homelessness prevention services and the cost effectiveness of these services in currently avoiding and reducing future risk to the Council of having to meet excessive bed and breakfast costs be noted.

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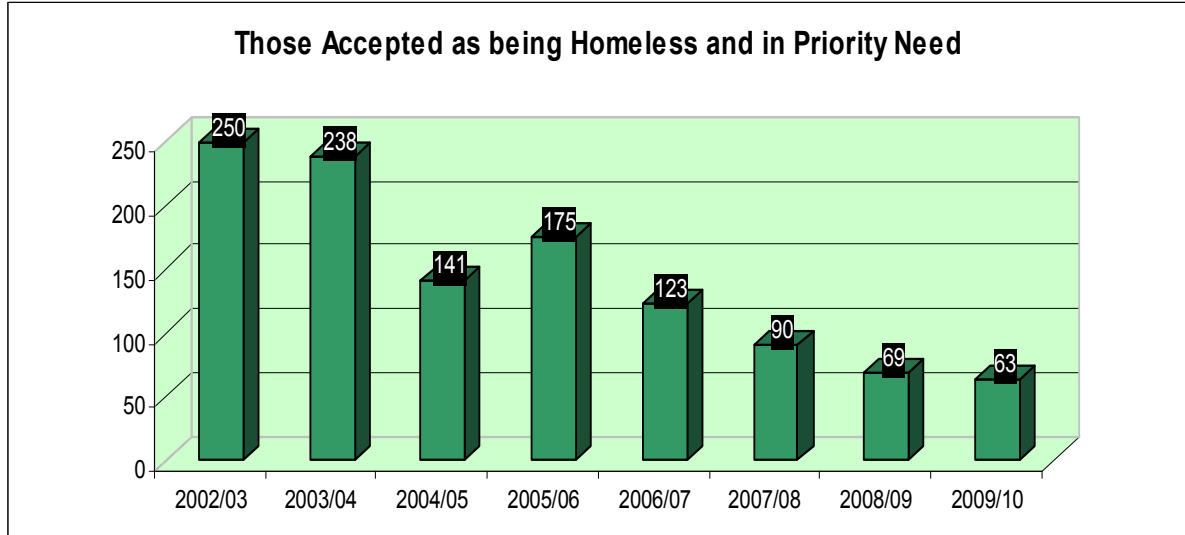
#### **3. BACKGROUND**

- 3.1 Local Authorities have had statutory responsibilities for Homeless Households since the Housing (Homeless Persons) Act 1977. This Duty has since been further clarified through Housing and Homelessness legislation and statutory guidance. In particular the Homelessness Act 2002 requires local authorities to produce a Homelessness Strategy and set out proposals for Homelessness Prevention.
- 3.2 Although since LSVT in 2004 the Homelessness and Housing Advice services have been delivered through Bromsgrove District Housing Trust, the Statutory Responsibility relating to Homelessness and Housing Advice remains with Bromsgrove District Council.
- 3.3 Statutory responsibilities include accommodating eligible homeless households, providing temporary accommodation whilst carrying out investigations and for a limited period to ineligible applicants, offering advice and assistance and having a Homelessness Strategy.
- 3.4 Since 2004 the Council's Strategic Housing Team and bdht have worked hard to reduce the number of households presenting themselves as homeless. Some significant changes were made in service delivery through the development of a Housing Options Service in 2007 whereby anyone experiencing difficulties relating to housing is now offered an interview to discuss what options might be available to them.
- 3.5 This service relies on a range of homelessness prevention initiatives in order to be effective. These include the 'Step Up' private tenancy scheme, CAB home owner adviser, floating support to prevent homelessness, BYHF Private Tenancy Scheme, Mortgage Rescue and New Starts furniture project.
- 3.6 The Housing Options Service has over the last 3 years had a significant impact in reducing the number of households being accepted as Homeless and in Priority Need thus, as evidenced in the chart below, enabling a return to the majority of social housing lettings being to applicants on the Housing Register.
- 3.7 However, over the period from Jan 2010 to Sept 2010 there has been a 40% increase in homeless applications when compared to the same period last year.

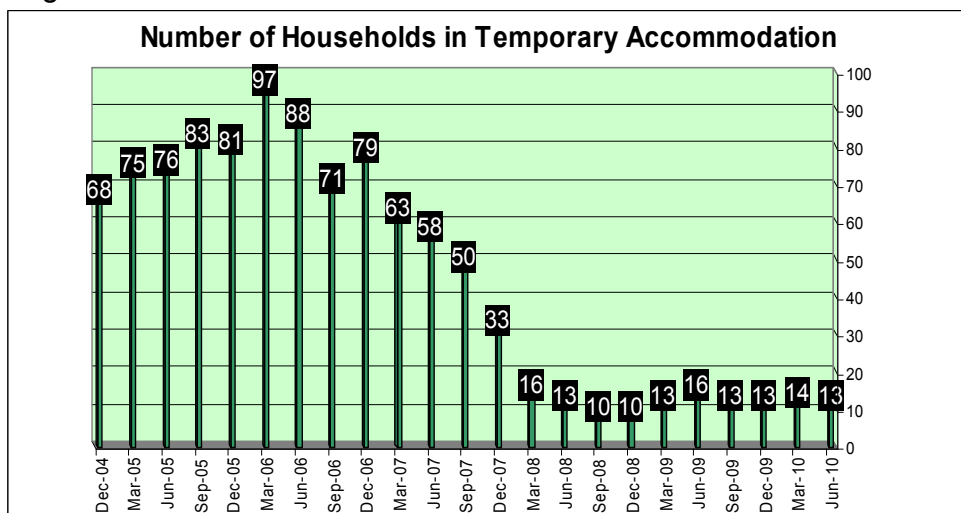


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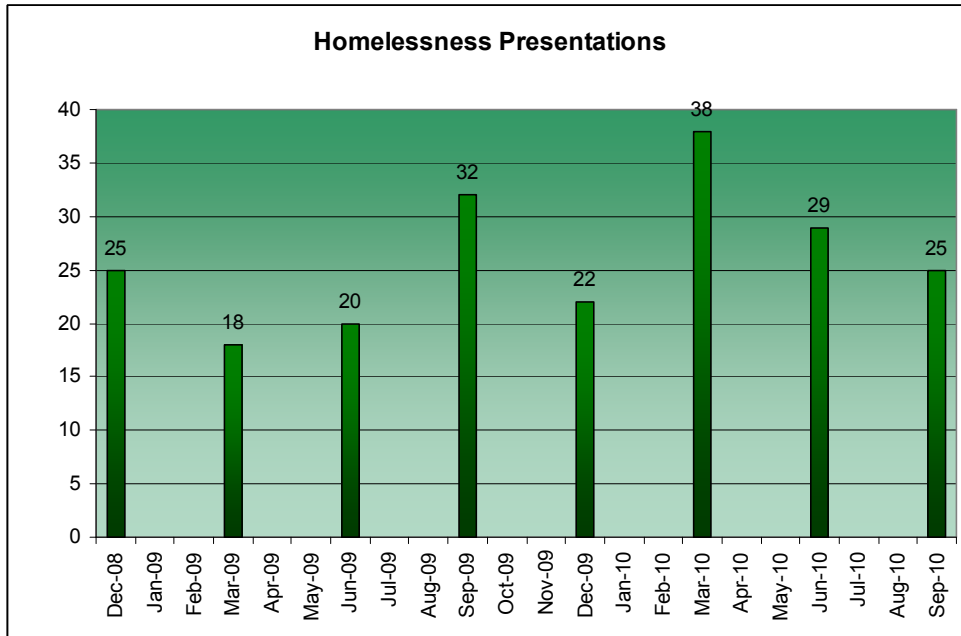
3.8 A combination of the Council grant funding the provision of dispersed units of temporary accommodation and bdht appointing a Temporary Accommodation Manager in 2007 enabled the Council to decommission three of the four hostels and also reduce the number of households being placed in Temporary Accommodation to achieve the Government target to reduce the use of Temporary Accommodation by 2010, 2 years early. As part of the decommissioning process bdht agreed to utilise existing units of housing as temporary accommodation, thus minimising the use of bed and breakfast accommodation and offering homeless households a better standard of accommodation and more settled solution at an earlier stage



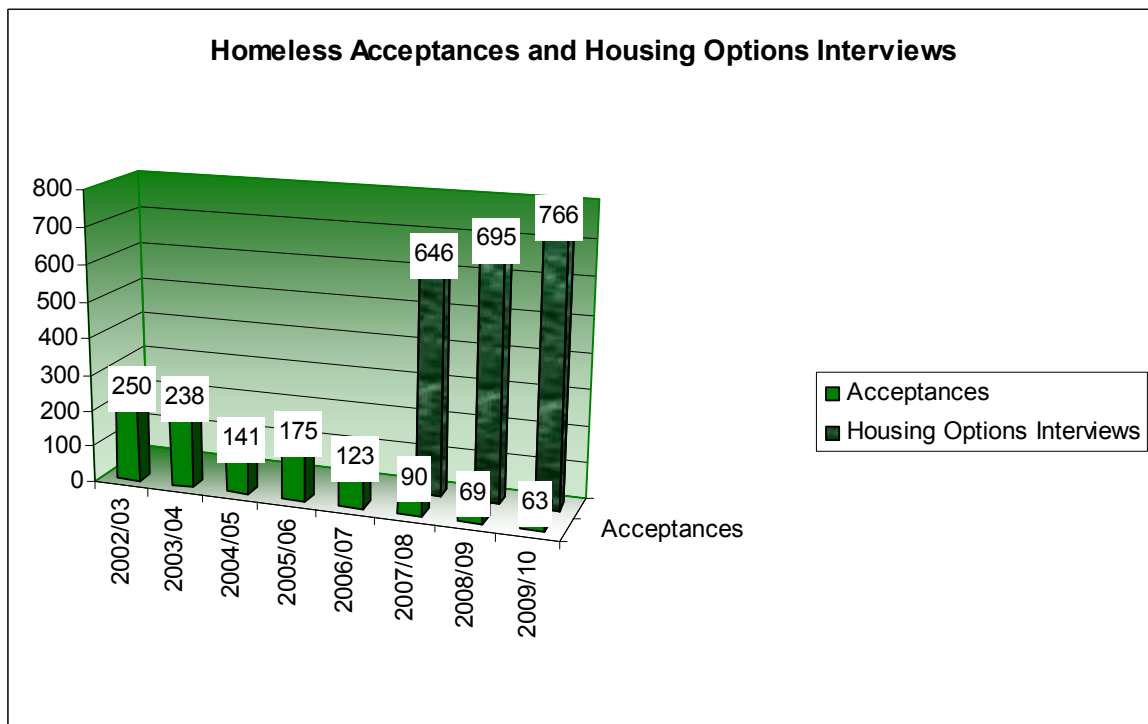
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3.9 From Jan 2010 to Sept 2010 the number of presentations totalled 92 compared with 70 for the same period last year an increase of 31%.



3.10 From 2007 the new Housing Options Service offered households an opportunity to discuss their housing issues at an earlier stage. The chart below shows that of the 766 Housing Options interviews conducted last year, there were only 63 households accepted as homeless.



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- 3.11 The Housing Options Service relies on a range of prevention options and initiatives and these include, the Step Up rent deposit scheme, the BYHF Private Tenancy Scheme for under 25's, Owner Occupier Debt Adviser with CAB, Floating Support Officers to support people in their homes and prevent homelessness and the Spend to Save Scheme.

#### **4.0 HOMELESSNESS GRANT**

- 4.1 Since 2002, the Government has allocated Homelessness Grant funding to local authorities to both prevent and tackle homelessness and help authorities reduce the number of homeless people living in temporary accommodation. Our performance (with bdht and BYHF) in providing successful prevention schemes, reducing homeless presentations and reducing the use of temporary accommodation has influenced an increase in the grant awarded to Bromsgrove from £32,000pa in 2003 to the allocation for the current year which is £81,050.
- 4.2 The Government has issued a letter following the CSR that indicates an intention to continue to award Homelessness Grant at the same level as awarded in previous years but in an un-ring fenced form that will likely become part of the Area Based Grant. It is crucial that the Council ensures that this funding continues to be used for investment in Homelessness Prevention services in order to avoid increased use of temporary accommodation and potential expense to the Council in having to provide Bed and Breakfast.

#### **5.0 HOME OWNERSHIP, LENDER FORBEARANCE AND MORTGAGE RESCUE**

- 5.1 Whilst there have been a number of people accessing CAB services in relation to mortgage repayment difficulties, the number of those then actually presenting as homelessness as a result of repossession is low due to the work of the specialist adviser at CAB, forbearance measures now required by mortgage lenders prior to taking repossession action and the availability of Mortgage Rescue.
- 5.2 Households also have a general resilience to short term hardship and many can utilise savings and access other credit options to manage financially. In 2009 the Council agreed to invest additional grant awarded by CLG towards a specialist Owner Occupation Debt Adviser post at the CAB. This officer has been phenomenally successful in helping 127 clients to avoid repossession, the majority through negotiation with lenders, helping households to access benefits and the re-prioritisation of debts

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with only 5 being put forward for full mortgage rescue (where an RSL purchases and lets the property to the former owner) .

- 5.3 From the 1<sup>st</sup> October 2009 mortgage lenders have been required by the Government to notify the local Council that possession proceedings relating to a mortgaged property have commenced. At the end of October 2010 we had received 87 notifications that court action was being taken to repossess properties in the District. We have been able to write to the households affected and offer them access to the Owner Occupation Debt Adviser at CAB as well as signposting them to other related services such as jobcentreplus and business debt advice services.

#### **6.0 THE STEP UP PRIVATE TENANCY SCHEME**

- 6.1 The main alternative option for anyone approaching bdht for housing advice and homelessness prevention is the 'Step Up Private Tenancy Scheme' operated by the Strategic Housing Officers at Bromsgrove District Council. With a severe shortage of social housing, the scheme offers households some hope of finding a solution to their housing need or threat of homelessness by giving them help to access the first month's rent in advance in the form of a repayable loan and by guaranteeing the rental deposit to the landlord.
- 6.2. In addition the scheme offers support to locate suitable, safe and affordable accommodation, and can provide ongoing support once in the property to ensure that they are able to sustain the tenancy through a dedicated floating support worker.
- 6.3 Over the 3 years it has been running, the scheme has assisted over 100 families into private tenancies. Over this time the Council has forged strong links and built confidence amongst private landlords and letting agents and developed a reputation for providing an efficient and reliable service in the private rented sector.

#### **7.0 BROMSGROVE YOUTH HOMELESSNESS FORUM PRIVATE TENANCY SCHEME**

- 7.1 This scheme offers help to under 25's to access the private rented sector. The under 25's are a particularly difficult client group to house due to housing benefit restrictions which mean that BYHF have to work hard with landlords to offer shared accommodation to young people in the District. During 2009/10 17 households were prevented from becoming homeless through the PTS scheme. In July 2008 Bromsgrove District Council was awarded Regional Centre of Excellence for Youth Homelessness

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predominantly due to its partnership with BYHF and the success of the PTS scheme.

#### **8.0 SPEND TO SAVE SCHEME**

8.1 The Council's 'Spend to Save Scheme' has been developed to enable Council Officers to resolve the housing difficulties of vulnerable statutorily homeless households in a cost effective way to prevent homelessness occurring or the need to rehouse or provide B&B accommodation. This scheme enables officers to spend money in a flexible way where the cost benefits to the Council of doing so are clear.

8.2 The 'Spend to Save Scheme' is considered when:  
The household would be accepted as statutory homeless if they went through the homeless process (i.e the Council would have a duty to rehouse).  
Any money allocated by the "Spend To Save" scheme will ensure that the household is no longer threatened with homelessness.  
It can be proven that any money allocated on behalf of the household is cheaper than the alternative of placing that household in temporary accommodation.  
The household is able to agree to a repayment plan to repay the money paid by the Council.

#### **9.0 INCREASING DEMAND FOR AFFORDABLE HOUSING, THE HOUSING REGISTER AND HOME CHOICE PLUS**

9.1 The 1996 Homelessness Act (as amended by the 2002 Homelessness Act) requires local authorities to make all allocations and nominations in accordance with an allocations scheme. The local authority is expected to give Reasonable Preference to those in high housing need.

9.2 The Government has encouraged local authorities to make the allocation of social housing more transparent and simpler to understand and in order to achieve this, set a target for all local authorities to implement Choice Based Lettings by 2010.

9.3 Six of the South Housing Market Area authorities were successful in receiving grant funding towards the development of a sub regional choice based lettings scheme which was implemented in Bromsgrove from October 2008.

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- 9.4 There were 2,350 applicants registered for housing in September 2008. Since the implementation of Choice Based lettings and during this period of economic downturn, this number has increased by on average 100 applications each month to 3,640 in October 2010.
- 9.5 Applicants are prioritised in accordance with the 1996 Housing Act (as amended by the 2002 Homelessness Act) reasonable preference criteria with additional preference given to those with a local connection to the District as follows;

Priority Banding	where a homelessness duty has been accepted.
Gold Plus	high housing need and a local connection.
Gold	medium housing need and a local connection
Silver Plus	high housing need but no local connection
Silver	medium housing need but no local connection
Bronze Plus	low housing need and a local connection
Bronze	low housing need but no local connection

The table below shows the number of applicants in each band as at November 2010. The majority of applicants are placed into the Bronze Plus banding as the reasonable preference criteria (the level of housing need required to gain Gold and Silver categorisation) threshold is high. Work is being carried out to analyse the Bronze Plus applicants to establish the percentage that are in a housing need as opposed to no housing need and early indications are that between 40-50% are in housing need. A review is due to be carried out on those in the bronze bandings who have not placed any bids for two years. This will reduce the number in these bandings.

<b>Banding</b>	<b>Numbers in Band</b>
Priority	10
Gold Plus	169
Gold	192
Silver Plus	23
Silver	45
Bronze Plus	2209
Bronze	1023
<b>Total</b>	<b>3,671</b>

- 9.6 Properties Advertised in Bromsgrove from Oct 2008 to Oct 2010

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<b>Property Type</b>	<b>Number Advertised</b>	<b>Average Bids Per Property</b>
Flat	513	32
Maisonette	10	31
House	161	99
Bungalow	65	32
<b>Total</b>	<b>749</b>	

**10.0 KEY ISSUES THAT HAVE AN IMPACT ON HOUSING NEED AND HOMELESSNESS**

10.1 There has been a recent increase in the number of homelessness presentations and homelessness acceptances. The reasons for this are wide ranging but there are many links with the current economic downturn including:

- Increased unemployment/short time working.
- Lender Forbearance measures being exhausted.
- Relationship breakdown due to financial stress and unemployment.
- Reduced opportunities for young people leading to increased youth homelessness.
- Ill health particularly mental health.
- People being asked to leave their private rented accommodation.
- Reducing HCA Grant to deliver a supply of affordable housing.
- Reduction in benefits.

10.2 There are a number of significant changes recently proposed in the way that housing benefit is going to be awarded that will impact on households in Bromsgrove being able to meet their rental obligations.

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- A number of households have taken tenancies where the rent was at a lower rate than the Local Housing Allowance and have benefited from the £15.00 per week 'top up' in order to make ends meet. The proposed removal of the £15 per week excess will come into effect from April 2011 and will result in households making difficult decisions around whether to purchase essential items or pay their rent.
- In addition there will be a staged increase in deductions made for non dependants living in a property where Housing Benefit is being claimed. This could be an older child no longer in full time education. This may well impact upon numbers becoming homeless, as for example, if a son or daughter starts working and refuses to contribute as a non dependant they could be made homeless by their family or the shortfall in rent payments could ultimately result in the family becoming homeless due to eviction for rent arrears.
- From April 2012 the Shared Room Rate is being extended to apply to any single person aged 35 years and under (previously 25). This means that any single person housed in the private sector (other than in shared accommodation) and in receipt of housing benefit will have to find alternative accommodation unless they are able to meet their housing costs in full through employment.

There are other changes in the maximum payment of housing benefit that have less impact on households in Bromsgrove but the changes set out above and others proposed for later years will inevitably lead to more people being at risk of homelessness and increase the need for homelessness prevention initiatives.

#### **11. CONCLUSION**

11.1 An effective range of homelessness preventative services have been developed over recent years that have:

- Reduced Homeless presentations
- Reduced homelessness acceptances
- Enabled the closure of hostel accommodation
- Reduced use of temporary accommodation
- Kept use of B&B to a minimal number of emergency cases
- Enabled applicants to access private rented accommodation
- Kept people in their homes by avoiding repossession



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- Provided safer and more appropriate housing to the homeless
  - Enabled more people to be allocated housing from the Housing Register by reducing the number of homeless that were previously having to be allocated the greater majority of lettings.
- 11.2 At a time when the impact of the economic downturn is beginning to result in increasing numbers of applicants presenting as homeless and the outlook for the provision of grant subsidy for the delivery of affordable housing is bleak, it has never been more important to maintain investment in homelessness preventative and support services.
- 11.3 Any reduction in the homelessness prevention budgets that support the Homelessness Prevention Services detailed in this report could result in an adverse impact on homelessness and ultimately lead to the Council being forced to use more bed and breakfast.
- 11.4 During a previous recession in the early 1990's the annual cost to Bromsgrove District Council of providing bed and breakfast accommodation to the Council peaked at £130,000 in one year, with families being accommodated outside the District in Worcester and Birmingham. The impact of this approach was that families lost their ability to travel to work, became socially isolated and children were unable to continue to attend their current school. At that time the Council had four fully functioning hostels at its disposal for use as temporary accommodation. The Council now only has one hostel to house people in an emergency.

## **12. FINANCIAL IMPLICATIONS**

- 12.1 If the increase in homeless presentations and homeless acceptances continues, the Council will need to be responsive in the provision of additional resources into the Housing Options and Homelessness Prevention services. Research carried out by Heriot-Watt University identifies that rent bond schemes cost 37 times less than meeting the main homelessness duty whilst the Housing Options approach costs 9 times less than meeting the main homelessness duty.
- 12.2 The change in the way homelessness services have been provided over recent years with greater emphasis upon preventing homelessness has meant that the Council has benefited in minimal use of the Bed and Breakfast budget, a vastly improved service to those approaching the Council as potentially homeless and good performance against government targets on use of temporary accommodation.

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12.3 In 1991/2 the Council spent £130,000 which with inflation would equate to £217,000 today. The 2010/11 revenue budget for Bed and Breakfast is £21,949 with half year expenditure at end of September being £360.

12.4 **Homelessness Grant Funded Initiatives**

The table below shows the number of initiatives funded by CLG Homelessness Grant funding that support the Housing Options Service.

<b>Key Services Currently Funded from Government Grant</b>	<b>Homelessness Grant Approved for 2010/11</b>
Floating Homelessness Support and Prevention Officers	£24,000
Housing Options Service	£15,000
CAB Owner Occupier Debt Adviser/Mortgage Rescue	£17,600
Basement Rent Deposit Scheme for under 25's	£21,500
Newstarts – Furniture Recycling Project to help homeless households into permanent accommodation.	£8,500
<b>Total</b>	<b>£86,600</b>

12.5 **Step Up Budget**

The 2010/11 budget set for revenue funding of Step up is £5,000

12.6 **Spend to Save Budget**

The 2010/11 budget set for Spend to Save schemes is £4,000

12.7 **Home Choice Plus Budget**

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The 2010/11 revenue budget for Home Choice Plus is £10,000

#### **13. LEGAL IMPLICATIONS**

- 13.1 The Council has a statutory duty under Part 7 of Housing Act 1996 (as amended by Homelessness Act 2002), whereby local authorities are responsible for providing settled accommodation to vulnerable households threatened with homelessness.
- 13.2 The 1996 Housing Act (as amended by the 2002 Homelessness Act) requires local authorities to make all allocations and nominations in accordance with an allocations scheme. The local authority is expected to give Reasonable Preference to those in high housing need.
- 13.3 Failure to meet statutory responsibilities can lead to liability for the Council in the Courts from Judicial Review

#### **14. POLICY IMPLICATIONS**

- 14.1 Any increase in homelessness could increase the number of households in temporary accommodation. The Government set a target to reduce the use of temporary accommodation by 50 by 2010. The Council achieved this 2 years early. The current target of having no more than 34 families in temporary accommodation is being met, but if demand continues to increase will be difficult to maintain.

#### **15. COUNCIL OBJECTIVES**

##### **15.1 Regeneration**

Regeneration Priority 1 – Town Centre  
Regeneration Priority 2 – Housing

The homelessness prevention and support services impact upon economic development by reducing pressure thus enabling more affordable housing to be able to assist those employed in the District.

Reduction in services could impact upon street homelessness and impact on other public services and budgets such as health services.

##### **15.2 Improvement**

Council Priority 3 – Customer Satisfaction

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Council Priority 4 – Value for Money

Grants to voluntary organisation providing the services give VFM and assist in sustaining the other services provided by partners such as BDHT and BYHF

Choice to customers and better provision of housing options for those in housing need and threatened with homelessness.

15.3 **Sense of Community and Well Being**

Council Priority 5 – Children and Young People

Council Priority 6 – Crime and Fear of Crime

Council Priority 7 – Older People

Council Priority 8 – Community Engagement

Council Priority 9 – Housing

Impacts upon children and young people who are most likely to become homeless, occupy temporary accommodation, require support and benefit from the support and preventative services.

Increased homelessness may impact upon crime and fear of crime.

Increased homelessness impacts on the mental well being of those affected, can exacerbate health and well being issues such as drug misuse, alcohol misuse and unemployment.

Increased homelessness puts families under pressure and can lead to relationship breakdowns, children experiencing difficulties in attending schools and families in crisis.

15.4 **Environment**

Council Priority 10 – Clean streets and climate change

More street homelessness

More fuel poverty

16. **RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS**

16.1 **Briefly state the consequential risks.**

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Upturn in homelessness applications, increased BDHT SLA costs.  
Increased use of temporary accommodation.  
Potential use of B&B and associated costs to Council.  
Decline in Homelessness PI's and inability to maintain Gov't target for  
Reduced availability of temporary accommodation.  
Increase in Mortgage Repossessions  
Increased applications for housing.  
Street homelessness.  
Length of stay in Temporary Accommodation increasing

#### **17. CUSTOMER IMPLICATIONS**

- 17.1 Inability to invest additional resources in the event of increased homelessness presentations and acceptances will result in a poorer quality service to homeless households. If they have to be placed out of the District there is significant impact relating to employment, social networks and children having to change schools.

#### **18. EQUALITIES AND DIVERSITY IMPLICATIONS**

- 18.1 There is some evidence to suggest that some groups are more likely to be affected by homelessness ie: those suffering from mental health issues. Failure to invest in homelessness services could result in more rough sleeping across the District.

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

- 19.1 The prevention of homelessness is more cost effective than dealing with homelessness.
- 19.2 If the increase in presentations and homeless acceptances continues, the Council will need to be responsive in the provision of additional resources into the Housing Options and Homelessness Prevention services. Research carried out by Heriot-Watt University identifies that rent bond schemes cost 37 times less than meeting the main homelessness duty whilst the Housing Options approach costs 9 times less than meeting the main homelessness duty.

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

- 20.1 None

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**21.    HUMAN RESOURCES IMPLICATIONS**

21.1   None

**22.    GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS**

22.1   Failure to invest sufficient resources into homelessness prevention services will result in more households being placed in temporary accommodation and inability to maintain use of temporary accommodation within required target.

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

23.1   The changes to benefit entitlements may result in an increase in rough sleeping in the District.

**24.    HEALTH INEQUALITIES IMPLICATIONS**

24.1   People under severe financial pressure are likely to experience health issues.

**25.    LESSONS LEARNT**

25.1   In 1991/2 the Council spent £130,000 which with inflation would equate to £217,000 today.

**26.    COMMUNITY AND STAKEHOLDER ENGAGEMENT**

26.1   A satisfaction survey has recently been conducted for Home Choice Plus applicants. A survey for housing options has been developed by the County Homelessness Co-ordinator and it is anticipated that this will be carried out before the end of the financial year.

**27.    OTHERS CONSULTED ON THE REPORT**

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director Finance & Corporate Resources	Yes

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Executive Director – Exec Director Leisure, Environmental & Community Services	Yes
Head of Service	Yes
Head of Resources	Yes
Corporate Procurement Team	No

**27.    WARDS AFFECTED**

All

**28.    APPENDICES**

None

**23.    BACKGROUND PAPERS**

None

**AUTHOR OF REPORT**

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## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD 15 NOVEMBER 2010

#### SEPTEMBER (QUARTER 2) 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 The Board on the Council's performance and financial position at 30 September 2010.

#### 2. RECOMMENDATIONS

- 2.1 That The Board notes that 59% of PIs are stable or improving.
- 2.2 That The Board notes that that 59% of PI's that have a target are meeting their target as at the month end and 76% are projected to meet their target at the year end.
- 2.3 That The Board notes the performance figures for September 2010 as set out in Appendix 2.
- 2.4 That The Board notes the successes and areas for potential concern as set out in the 'Council Summary' 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 proposed budget virements between £15k and £100k, listed in Appendix 6.
- 2.7 That The Board notes complaints & compliments data. Details are shown in Appendix 7.
- 2.8 That The Board notes the request for Cabinet to approve a new reserve of £20k for Voice Recognition Analysis (VRA), within the Benefits Section.

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**3. BACKGROUND**

3.1 This report looks to integrate the financial and performance information across the Council. This aims to ensure officers and members can make informed and considered judgement of the overall position of the Council.

**4. KEY ISSUES**

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

<b>4.1.1 Overall Council Summary</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

No. of PI's improving (I)	23	No. of PI's meeting YTD target	24	No. of PI's where est. outturn projected to meet target	32
No. of PI's Stable (S)	2	No. of PI's missing YTD target by < 10%	7	No. of PI's projected to miss target by < 10%	5
No. of PI's worsening (W)	17	No. of PI's missing YTD target by >10%	11	No. of PI's projected to miss target by >10%	5

**Achievements**

- Re-cycling rate (43.06%) is highest since implementation of co-mingled service
- Successful Papal visit
- Implementation of CCTV & Lifeline shared service with Redditch Borough Council
- Increased attendance (just under 13,000) at summer Street Theatre events (although there was a health & safety incident at Rubery)
- First school sailing regatta held
- Sainsbury's development gains planning approval, S106 gain to fund elements of the high street refurbishment
- CSC performance continues at high level
- Number of compliments equals number of complaints for first time
- Together Bromsgrove plus – older peoples directory – issued
- Artrix attendance well above target
- Sports development usages continues to exceed target.

**Issues**

- Large overspend in Environmental budget, due primarily to car park revenue being significantly below target
- Large underspend on Capital budget
- Increase in sickness absence. The position is now Amber and therefore CMT have

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agreed to hold a performance clinic to review actions to improve the situation.

- Many Community services Crime PI's are Red.
- Recovery of Benefits overpayments below target, a recovery officer has been appointed and is proving effective in the generation of income
- Savings identified in Medium Term Financial Plan are currently lower than anticipated as shared services projects are still being implemented.

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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Overall Council**

Service Head	Revised Budget 2010/11 £'000	Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Environmental Services</b>	4,478	926	1,209	283	4,740	262
<b>Community Services</b>	3,301	992	914	-78	3,170	-131
<b>Pre-Regulatory Services</b>	1,019	290	283	-7	1018	-1
<b>Leisure &amp; Cultural Services</b>	1,911	614	626	12	1,939	28
<b>Planning &amp; Regeneration</b>	1,435	194	170	-24	1433	-2
<b>Customer Services</b>	81	239	231	-8	66	-15
<b>Finance &amp; Resources</b>	1,479	1,161	1,107	-54	1,519	40
<b>Legal, Equalities &amp; Democratic Services</b>	968	503	493	-10	970	2
<b>Policy, Performance &amp; Partnerships</b>	8	257	264	7	10	2
<b>Business Transformation</b>	5	761	757	-4	51	46
<b>Corporate Services</b>	608	442	435	-7	710	102
<b>Regulatory Services</b>	0	0	-79	-79	-219	-219
<b>SERVICE TOTAL</b>	<b>15,293</b>	<b>6,379</b>	<b>6,410</b>	<b>31</b>	<b>15,407</b>	<b>114</b>
<b>Exceptional Income (Fleming VAT)</b>	<b>0</b>	<b>0</b>	<b>-85</b>	<b>-85</b>	<b>-85</b>	<b>-85</b>
<b>Interest on Investments</b>	<b>-87</b>	<b>-44</b>	<b>-47</b>	<b>-3</b>	<b>-87</b>	<b>0</b>
<b>Savings attributable to Partner Council's within Regulatory</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>195</b>	<b>195</b>

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<b>Services</b>						
<b>COUNCIL SUMMARY</b>	<b>15,206</b>	<b>6,335</b>	<b>6,278</b>	<b>-57</b>	<b>15,430</b>	<b>224</b>
<b>Financial Commentary</b>						
<ul style="list-style-type: none"><li>• The Shared Regulatory Service commenced on 1<sup>st</sup> June 2010, and whilst the saving projected for this service is £219k, Bromsgrove DC will receive 11.05% of this amount which equates to £24k, the rest is to be split between all partners based on the partner percentage cost variance as agreed in the Business Case.</li><li>• Car Park income is significantly down, £109k from that expected for this period, the projected outturn includes the re-instatement of the 10 minute parking increment.</li><li>• Income levels within Land Charges have been adversely affected by the impact of Third Party service Providers.</li><li>• The projected overspend of £224k is to be reviewed by officers and an action plan is to be prepared to ensure the overspend is reduced as much as possible for the next report to members.</li></ul>						

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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 – Overall Council**

<b>Department</b>	<b>Revised Budget 2010/11 £'000</b>	<b>Actual spend April – Sep £'000</b>	<b>Variance To date April – Sep £'000</b>	<b>Projected outturn £'000</b>	<b>Projected variance £'000</b>
<b>Finance &amp; Resources</b>	636	513	-123	550	-86
<b>Business Transformation</b>	93	77	-16	93	0
<b>Environmental Services</b>	320	161	-159	320	0
<b>Planning &amp; Regeneration</b>	170	13	-157	170	0
<b>Regulatory Services</b>	491	50	-441	491	0
<b>Community Services</b>	1,924	931	-993	1,207	-717
<b>Leisure &amp; Cultural Services</b>	799	429	-370	799	0
<b>Budget for Support Services Recharges</b>	136	68	-68	136	0
<b>Total</b>	<b>4,569</b>	<b>2,242</b>	<b>-2,327</b>	<b>3,766</b>	<b>-803</b>

**Financial Commentary:**

- The variance between the Community Services area is because no capital spend has been made on the Houndsfield Lane Caravan Site project, it is unlikely that there will be any spend on this budget and there is a request to reallocate this to the RSL's in 2011/12.
- The capital expenditure within the Regulatory Services area is being jointly funded by the partners in accordance with the Business Case. The variance at the end of quarter 2 is because the service is subject to a transformation review before the new system purchase commences.

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<b>4.1.2 Environmental Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

No. of PI's improving <b>(I)</b>	1	No. of PI's meeting YTD target	2	No. of PI's where est. outturn projected to meet target	4
No. of PI's Stable <b>(S)</b>		No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	
No. of PI's worsening <b>(W)</b>	2	No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

**Achievements**

- Continuation of comingled recycling bin collections to approximately 38,000 residential properties, well received.
- Refuse and recycling crews who underwent the NVQ level 1 in Refuse Collection have now received their certificates.

**Issues**

- Long-term and short-term sickness is still an on going issue amongst refuse & recycling crews.

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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Environmental Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Waste Management Policy</b>	-24	-12	4	16	-3	21
<b>Depot / Transport</b>	-87	137	380	243	-72	15
<b>Car Parks / Civil Enforcement Parking</b>	-931	-506	-300	206	-680	251
<b>Cemeteries / Crematorium</b>	72	9	31	22	110	38
<b>Streets &amp; Grounds</b>	2,488	748	576	-172	2,425	-63
<b>Transport &amp; Waste</b>	2,960	550	518	-32	2,960	0
<b>TOTAL</b>	<b>4,478</b>	<b>926</b>	<b>1209</b>	<b>283</b>	<b>4,740</b>	<b>262</b>

**Financial Commentary**

- Car Park income is still significantly down for the first half of the financial year. The projected outturn includes the re-instatement of the 10 minute parking increment.
- The overspend within the Cemeteries service is partially offset by the under spend included within the Streets and Grounds service as these services overlap. It also includes an unbudgeted expenditure of £9k for the locking of cemetery gates.
- Waste and Policy overspend is due to a budget pressure as only income targets were set and no allowance was made for expenditure relating to the recycling bring sites.
- Depot/Transport overspend is mainly due to no vacancies within this service area.



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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Environmental Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Depot Services</b>	30	5	-25	30	0
<b>Vehicle &amp; Equipment replacement programme</b>	170	120	-50	170	0
<b>Other schemes</b>	120	36	-84	120	0
<b>TOTAL</b>	<b>320</b>	<b>161</b>	<b>-159</b>	<b>320</b>	<b>0</b>

**Financial Commentary:**

- Capital expenditure is on target, no under spends are anticipated at the year end.

<b>4.1.3 Community Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

No. of PI's improving <b>(I)</b>	13	No. of PI's meeting YTD target	10	No. of PI's where est. outturn projected to meet target	10
No. of PI's Stable <b>(S)</b>	1	No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	2
No. of PI's worsening <b>(W)</b>	4	No. of PI's missing YTD target by >10%	7	No. of PI's projected to miss target by >10%	5

**Achievements**

- Transfer of Houndsfield Lane Caravan site to Rooftop Housing Group and success in gaining Govt Refurbishment Grant for the site.
- Maintained low use of temporary accommodation well within target.
- Private sector housing policies aligned across Worcestershire.
- Enhancements to Home Choice Plus to improve security and access to choice based lettings system.
- First Kick Start cases being assessed for equity release instead of grant.
- 100th 'Step up' Private Tenancy secured.
- SP funded Private Tenancy Support Worker appointed.

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- Foyer completed and handed over to St Basils.
- Continued development of CCTV and Lifeline Shared Service.
- Implementation of new service structure and shift rota.
- Close down of BDC Control Room
- Installation and commissioning of CCTV transmission and control
- Procurement of CCTV maintenance (BDC)
- Production and implementation of procedures for CCTV operation.
- Induction and training schedule for staff implemented.
- Implementation of Proactive monitoring schedule
- 3 Monitoring Centre Operators have completed NVQs (Level 2 Customer Service or Business Administration)
- Community Safety team involvement in successful Papal visit in September.
- 40% reduction in reported youth ASB incidents during school summer holidays resulting from Operation 'Harness'
- Updated Bromsgrove Community Safety Partnership Plan published on the Council public web-site
- Full page of positive news published every month in the Bromsgrove Standard.

#### **Issues**

- Rising Housing Waiting List, all cases being reviewed / need within Bronze.
- Upturn in Homeless presentations.
- Performance on DFG spend is down but piloting phased approvals to maximise best use, close liaison taking place with HIA.
- Potential reduction in Supporting People budgets.
- Accreditation to be achieved against New 2009 Telecare Service Association Code of Practice. A large piece of work to unify policy, practice and procedure following Shared service
- Budget arrangements to be finalised for new shared service.
- Merger of BDC and RBC Lifeline Installation office.
- Camera 10 relocation on Worcester Rd, planning application to be submitted.
- The volume of Violent Crime incidents has been consistently high this year and continuously over target, the CSP is taking action to combat this rise. Altered policing tactics in the town centre at pub closing times has resulted in a reduction in the violent crime figures for September.

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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Community Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April – Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Housing Strategy</b>	2,174	425	401	-24	2,132	-42
<b>Community Safety &amp; Transport</b>	623	315	368	53	652	29
<b>Travel Concessions</b>	464	232	134	-98	346	-118
<b>Community Cohesion</b>	40	20	11	-9	40	0
<b>TOTAL</b>	<b>3,301</b>	<b>992</b>	<b>914</b>	<b>-78</b>	<b>3,170</b>	<b>-131</b>

**Financial Commentary**

- Housing Strategy - The under spend relates to savings being made on a number of schemes during the period. There have also been slight delays in the receipt of invoices from Suppliers.
- Community Safety – The over spend within this area is mainly related to the transfer of budgets between authorities for the shared service and timing differences in invoicing between Redditch and Bromsgrove. This issue should be resolved by quarter 3 to reflect a more accurate picture, but it is still deemed likely to be over spent by the end of the financial year.
- Travel Concessions - This service is under spent at this time, this position is projected to be maintained to the end of the financial year in the projected outturn. This is due to the increased grant income received during 2010-11.

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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Community Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Strategic Housing</b>	1,720	727	-993	1,003	-717
<b>CCTV/ Lifeline</b>	204	204	0	204	0
<b>TOTAL</b>	<b>1,924</b>	<b>931</b>	<b>-993</b>	<b>1,207</b>	<b>-717</b>

**Financial Commentary:**

- Capital expenditure commitments are increasing with a large amount of Disabled Facilities Grants and Discretionary already processed. Traditionally the first two quarter's reflects lower expenditure due to the nature of grant approvals.
- A large proportion of the current underspend is due to the Houndsfield Lane Caravan Site. It is unlikely that there will be any spend on this budget and therefore a request will be made to re allocate this to RSLs in a bid in 2011-12.
- The £700k budget for Affordable Housing across the district has not yet been spent. The first tranche payment is due to be paid over in the third quarter once the legal agreements have been approved and completed.

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<b>4.1.4 Leisure and Cultural Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

No. of PI's improving (I)	2	No. of PI's meeting YTD target	5	No. of PI's where est. outturn projected to meet target	6
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%	1	No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)	4	No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

**Achievements**

- Street Theatre was a great success again this year celebrating its 15<sup>th</sup> anniversary with many new activities. Revised marketing and communications helped increase overall attendance to 12,921.
- Bandstand ran from May to September with attendance figures of 4602. Again, with reviewed marketing and communications for the events. Sponsorship was gained for the event this year from the catering concession within the park.
- Awarded almost £38k in capital funding to partnership projects and develop disabled sports opportunities.
- Great uptake in school holiday provision, all provision took place with high numbers. Phenomenal response to community gym sessions and high demand.
- Discounted swim session had 500 children through the free swim event and accessing free swim sessions over the summer period.
- New health walks started in Wythall and Hagley, as well as Children's Centre walks and a CLFH bid approved to develop Nordic Walking in the New Year.
- Disability festival great success at Upton Warren Education centre and 30 disabled residents and carers enjoyed Sailing and Archery raising money for Caudwell Children's Charity.
- First ever School Sailing regatta ran successfully with all middle schools attending.
- High 5 a great success with over 27 clubs and organisations attending and over 4000 attending. The BECAN group have had a successful club open night off the back of the event, BECAN have now set up themed evenings in response to work with local clubs and develop new partnerships with the local community.
- PSI Falls Prevention successfully launched in Central Bromsgrove, with plans to reach out to Wythall in the New Year. We have started up classes in Finstall and Charford through Community Leadership for Health funding. A third course has already been developed through a partnership with Age Concern and will be launched at the end of October.
- Probation Service continual clearing works on POS and allotments
- Commenced pumpkin competition with Allotment tenants in readiness for October judging day and Pumpkin Carving in Sanders Park
- Extension to Roundhill Allotments and New Perryfield Community Allotments new allotment Association at Stourbridge
- Football Pitch enhancement throughout the district

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<ul style="list-style-type: none"> <li>• Footpath restoration works at the Oakalls</li> </ul>
<p><b>Issues</b></p> <ul style="list-style-type: none"> <li>• Activity referral – poor feedback and high drop out from course. Communication problems and concern over missing referrals. New partnership with Altered Images with Award winning instructor and feedback and retention has been stronger to date.</li> <li>• Facilities - access to quality facilities is increasingly becoming an issue across BDC and is impacting on programme development</li> <li>• The shortage of qualified casual coaches who are available at peak times is impacting on service delivery</li> </ul>

**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Leisure and Cultural Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Parks &amp; Open Spaces</b>	488	152	154	2	494	6
<b>Allotments</b>	71	4	-1	-5	69	-2
<b>Promotions</b>	337	116	144	28	380	43
<b>Sports &amp; Recreation Development</b>	229	88	69	-19	207	-22
<b>Sports Centres</b>	717	221	226	5	722	5
<b>Leisure Services</b>	69	33	34	1	67	-2
<b>TOTAL</b>	<b>1,911</b>	<b>614</b>	<b>626</b>	<b>12</b>	<b>1,939</b>	<b>28</b>

<p><b>Financial Commentary</b></p> <ul style="list-style-type: none"> <li>• Promotions – due to the 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.</li> <li>• Promotions – There is an estimated deficit of £12k on the cost of the firework display, and there is an anticipated shortfall on income of £15k.</li> <li>• Sports &amp; Recreation Development – The underspend is due to vacancies within the section, this service is to be reviewed as part of the shared services.</li> </ul>
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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Leisure and Cultural Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Sports Facilities</b>	593	435	-158	593	0
<b>Parks &amp; Cemeteries</b>	15	0	-15	15	0
<b>Sanders Park</b>	55	0	-55	55	0
<b>Other Schemes</b>	136	-6	-142	136	
<b>TOTAL</b>	<b>799</b>	<b>429</b>	<b>-370</b>	<b>799</b>	<b>0</b>

**Financial Commentary:**

- Expenditure is in line with expectations with work being completed in accordance with timescales. It is anticipated that all projects will be completed during 2010/11.

<b>4.1.5 Planning and Regeneration</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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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	2
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	1
No. of PI's worsening (W)	2	No. of PI's missing YTD target by >10%	1	No. of PI's projected to miss target by >10%	

**Achievements**

- Performance levels being maintained

**Issues**

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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Planning and Regeneration**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Building Control</b>	3	-55	-59	-4	7	4
<b>Development Control</b>	830	15	7	-8	816	-14
<b>Strategic Planning</b>	447	197	176	-21	428	-19
<b>Economic &amp; Tourism Development</b>	169	64	61	-3	158	-11
<b>Emergency Planning</b>	35	14	2	-12	15	-20
<b>Land Charges</b>	-72	-55	-27	28	-15	57
<b>Town Centre Development</b>	23	14	10	-4	24	1
<b>TOTAL</b>	<b>1,435</b>	<b>194</b>	<b>170</b>	<b>-24</b>	<b>1,433</b>	<b>-2</b>

**Financial Commentary;**

- Land charges income is still continuously below budget. Personal search fee has now been taken by the Government, it is hoped the abolition of HIPs will encourage more full Searches. This should hopefully maintain our second-half-year income at that achieved in the first half year.
- The income for development control and building control is on target for the first half of this financial year.
- There are under spends within the department which are due to vacancies these have recently been filled which will result in a reduction in the level of under spend by the year end.
- It has been projected that the emergency planning budget will not all be spent by year end.



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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Planning and Regeneration**

Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
Town Centre Development	170	13	-157	170	0
<b>TOTAL</b>	<b>170</b>	<b>13</b>	<b>-157</b>	<b>170</b>	<b>0</b>

**Financial Commentary:**

- This is the Council's contribution towards the cost of a Project Management team for the redevelopment of Bromsgrove Town Centre.
- It is planned to spend the budget this year but it may be required to roll a small balance over to 2011/12.

<b>4.1.6 Worcestershire Regulatory Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

Director of Policy, Performance and Partnerships is to meet with head of WRS to agree method of reporting performance and achievements/issues for the shared service.

**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Regulatory Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April – Sep £'000	Actual spend April – Sep £'000	Variance to date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>-79</b>	<b>-79</b>	<b>-219</b>	<b>-219</b>

**Financial Commentary**

- Regulatory Services full year budgets amount to zero, due to contributions from all other councils.
- Projected outturn variance of £219k will be split between all partners on the partner percentage cost share variance as agreed in the business case. Bromsgrove percentage cost share percentage is 11.05% (£24k)

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**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Regulatory Services**

Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Worcestershire Enhanced Two Tier Programme (WETT)</b>	491	50	-441	491	0
<b>TOTAL</b>	<b>491</b>	<b>50</b>	<b>-441</b>	<b>491</b>	<b>0</b>

**Financial Commentary:**

- Very little expenditure has been incurred to the end of Quarter 2 as a transformation review is being carried out at this time, to inform the choice of systems to be used for this service.

<b>4.1.7 Pre-Regulatory</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Pre-Regulatory**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Environmental Health</b>	1,045	323	321	-2	1,045	0
<b>Licensing</b>	-39	-37	-42	-5	-42	-3
<b>Land Drainage</b>	13	4	4	0	15	2
<b>TOTAL</b>	<b>1,019</b>	<b>290</b>	<b>283</b>	<b>-7</b>	<b>1,018</b>	<b>-1</b>

**Financial Commentary:**

- Environmental Health transferred to Regulatory Services 1<sup>st</sup> June 2010.
- Pension backfunding costs are to be absorbed by the partner Councils, once the actuarial review has been completed.

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<b>4.1.8 Customer Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

No. of PI's improving (I)	3	No. of PI's meeting YTD target	4	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%	
No. of PI's worsening (W)	1	No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	

**Achievements**

- Better use of the CRM to provide improved performance data for CSA's
- Work to improve the collection of avoidable contact data to inform the transformation agenda
- High standard of service maintained through holiday periods

**Issues**

**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Customer Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
Customer Services	81	239	231	-8	66	-15
<b>TOTAL</b>	<b>81</b>	<b>239</b>	<b>231</b>	<b>-8</b>	<b>66</b>	<b>-15</b>

**Financial Commentary;**

- The underspend within the Customer Service department is due to a number of vacancies within the department.

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<b>4.1.9 Finance and Resources</b>			<b>Quarter 2 (Jul-Sep) 2010/11</b>		
<b>Performance Summary</b>					
No. of PI's improving <b>(I)</b>	3	No. of PI's meeting YTD target	1	No. of PI's where est. outturn projected to meet target	5
No. of PI's Stable <b>(S)</b>		No. of PI's missing YTD target by < 10%	3	No. of PI's projected to miss target by < 10%	2
No. of PI's worsening <b>(W)</b>	4	No. of PI's missing YTD target by >10%	3	No. of PI's projected to miss target by >10%	
<b>Achievements</b>					
<ul style="list-style-type: none"><li>• Service Level Agreements for Internal Audit and Property Service agreed with WETT service suppliers</li><li>• Financial support services provided to Worcestershire Regulatory Services</li><li>• Percentage of Invoice payments within 10 days reached 92% for September</li></ul>					
<b>Issues</b>					
<ul style="list-style-type: none"><li>• Comprehensive Spending Review impact. Special CMT and Leaders' group meetings held on October 12<sup>th</sup>.</li></ul>					

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**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Finance and Resources**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Central Overheads</b>	145	72	70	-2	141	-4
<b>Accounts &amp; Financial Mgmt</b>	57	317	350	33	93	36
<b>Human Resources &amp; Welfare</b>	16	185	201	16	59	43
<b>Grants &amp; Donations</b>	91	46	44	-2	91	0
<b>Property, Assets &amp; Facilities Mgmt</b>	-47	410	322	-88	-84	-37
<b>Revenues &amp; Benefits</b>	1,217	131	120	-11	1,219	2
<b>TOTAL</b>	<b>1,479</b>	<b>1,161</b>	<b>1,107</b>	<b>-54</b>	<b>1,519</b>	<b>40</b>

**Financial Commentary**

- The overspend in Human Resources and Welfare relates to the management restructure and the severance costs that require funding from reserves.

**Capital Budget summary Quarter 2 (Jul- Sep) 2010/11 Finance and Resources**

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Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Alterations to Council Buildings in compliance with DDA</b>	36	0	-36	0	-36
<b>Remedial Work to Council Buildings following Stock Conditions Survey</b>	50	0	-50	0	-50
<b>Purchase of George House, Worcester Road</b>	550	513	-37	550	0
<b>TOTAL</b>	<b>636</b>	<b>513</b>	<b>-123</b>	<b>550</b>	<b>-86</b>

**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.

<b>4.1.10 Legal, Equalities and Democratic Services</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

There are no corporately reported PI's for this team.

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

**Achievements**

- Two successful planning appeals.
- Collaborative working with Redditch to cover maternity leave and admin resources resulting in savings to both Councils.
- Local Democracy Task Group outcomes – events are now planned during the months between October and March to engage with the community and to encourage democratic participation at all levels.
- New Joint Independent Remuneration Panel for all 6 District Councils now in place and being supported.
- Employee completed 12 month AEA Foundation course - recommendation for entry to professional AEA Certificate qualification modules.
- Rollout of new Interpreting and Translation Services nearly completed in this quarter through Equality Officer attending team meetings to explain new system.
- The consultation on the proposed Disabled Access Awards Scheme was started and distributed throughout the District to shops and at various events including Street Theatre and started to receive a good response.

**Issues**

- Impending RIPA inspections – officer working group established to manage the visit and compilation of evidence.
- Member investigations – the investigations into the meeting of 29<sup>th</sup> July 2009 continue – external reports expected imminently.
- Joint Committee (Regulatory Services) – meetings require additional support – discussed and agreed with Head of Regulatory Services.
- Leader commissioned a report into Governance Arrangements – this review will now take place and findings reported to full Council.
- Member Training – there are members who are now unable to sit on boards and committees due to non attendance at compulsory sessions. It has been agreed through the Member Development Steering Group that the Chairs of Boards and Committees will be presented with lists of members who have received the required level of training and that they will refuse to allow members who do not appear on the lists to participate in meetings.
- Review of Polling Places - wide consultation, recommendations to Electoral Matters Committee in December.
- The implementation of the Equality Act 2010 needs a concentrated project period

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over the duration of November and December to ensure up to date policy and procedures and documentation including preparation for a new Single Equality Scheme to be consulted on early 2011 and agreed by April 2011.

**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Legal, Equalities and Democratic Services**

Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Democratic Services &amp; Member Support</b>	758	239	232	-7	754	-4
<b>Elections &amp; Electoral Services</b>	185	77	76	-1	190	5
<b>Legal Advice &amp; Services</b>	25	187	185	-2	26	1
<b>TOTAL</b>	<b>968</b>	<b>503</b>	<b>493</b>	<b>-10</b>	<b>970</b>	<b>2</b>

**Financial Commentary;**

- There is a slight shortfall in income due to work for BDHT not being required as frequently as previously targeted.
- There are no other major variances that have arisen in the 2nd quarter of 2010/11 within the service.

**4.1.11 Policy, Performance and Partnerships | Quarter 2 (Jul-Sep) 2010/11**

**Performance Summary**



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There are no corporately reported PI's for this team.

No. of PI's improving (I)		No. of PI's meeting YTD target		No. of PI's where est. outturn projected to meet target	
No. of PI's Stable (S)		No. of PI's missing YTD target by < 10%		No. of PI's projected to miss target by < 10%	
No. of PI's worsening (W)		No. of PI's missing YTD target by >10%		No. of PI's projected to miss target by >10%	
<b>Achievements</b>					
<ul style="list-style-type: none"><li>• Summer Together Bromsgrove issued</li><li>• Together Bromsgrove Plus – older peoples directory – issued</li><li>• Successful Budget Juries held</li><li>• Project Management methodology improved</li><li>• Continued roll-out of ORB</li><li>• Communications support to Worcestershire Regulatory Services and North Worcestershire Economic Development Unit</li></ul>					
<b>Issues</b>					

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Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Printing</b>	0	45	49	4	5	5
<b>Corporate Admin / Central Post</b>	32	78	76	-2	28	-4
<b>Policy &amp; Performance</b>	-24	134	139	5	-23	1
<b>TOTAL</b>	<b>8</b>	<b>257</b>	<b>264</b>	<b>7</b>	<b>10</b>	<b>2</b>

**Financial Commentary;**

- At this time of the year expenditure is in line with expectations and therefore no major variances have arisen in the 2nd quarter of 10/11.

<b>4.1.12 Business Transformation</b>	<b>Quarter 2 (Jul-Sep) 2010/11</b>
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**Performance Summary**

**Achievements**

- Completed Staff re-structure for ICT and Business Development.
- Sited all staff for Business Development at RBC.
- Purchased and Installed new storage area for files at RBC.
- Purchased and Installed new network and wireless connections for RBC ready for use before end of December 2010.
- Reduced outstanding helpdesk calls by 10%.

**Issues**

- Due to the air conditioning failing at RBC there is a constant failure on the existing ICT equipment that is impacting on all staff at the Authority. It is also impacting on resource to implement the new equipment and respond to helpdesk calls. This will be resolved by the end of the year with the completion of the ICT improvement programme.

**Revenue Budget summary Quarter 2 (Jul- Sep) 2010/11 – Business Transformation**

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Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual Spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>IT Services</b>	<b>5</b>	<b>761</b>	<b>757</b>	<b>-4</b>	<b>51</b>	<b>46</b>
<b>TOTAL</b>	<b>5</b>	<b>761</b>	<b>757</b>	<b>-4</b>	<b>51</b>	<b>46</b>

**Financial Commentary**

- The overspend within the department is mainly due to the departmental restructure during the shared services and the severance costs.

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Service	Revised Budget 2010/11 £'000	Actual spend April – Sep £'000	Variance To date April – Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Internet/ Intranet Development</b>	3	0	-3	3	0
<b>Government Connect Scheme</b>	1	-2	-3	1	0
<b>Spatial Project Phase 1</b>	1	0	-1	1	0
<b>Spatial Project Phase 2</b>	5	0	-5	5	0
<b>Councillors Remote Access</b>	4	0	-4	4	0
<b>Increased Bandwidth for Internet Link</b>	10	10	0	10	0
<b>ICT Shared Service – Phase 1</b>	69	69	0	69	0
<b>TOTAL</b>	<b>93</b>	<b>77</b>	<b>-16</b>	<b>93</b>	<b>0</b>

**Financial Commentary:**

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

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Service Head	Revised Budget 2010/11 £'000	Profiled Budget April - Sep £'000	Actual Spend April - Sep £'000	Variance to date April - Sep £'000	Projected outturn 2010/11 £'000	Projected variance 2010/11 £'000
<b>Corporate Resources</b>	608	442	435	-7	710	102
<b>TOTAL</b>	<b>608</b>	<b>442</b>	<b>435</b>	<b>-7</b>	<b>710</b>	<b>102</b>

**Financial Commentary**

- The full year corporate savings target of £163k is included within the Corporate Resources budget and is being met partially by savings currently reflected within departments e.g. relating to insurance. The full cost of the Joint Management/Transformation team was also budgeted within Corporate Resources as part of original budgets for 2010/11 and is showing a projected underspend of £68k due to delayed appointments to selected posts.

**4.2 Sundry Debtors**

Sundry Debt is raised by the Council to ensure effective recovery of debts owing. The outstanding balance at 30/09/10 was £1,252k (balance to 30/06/10 was £996k which includes:-

Type of Debt	Amount £'000
Car Parking Fines	70
Lifeline debts	40
Rents/Hire Charges	56
Building Regulations	8
Trade Waste and Cesspool emptying	35
Developer Contributions – s106 monies	116
Housing Schemes	27
Enhanced Recycling	55
Licensing	12
Cemeteries	9
Sponsorship	7
Shared Services	763
Contributions from other organisations	37

The age of the debt is represented as follows:

Age of Debt	Balance as at 30/06/10	Balance as at 30/09/10

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	<b>£'000</b>	<b>£'000</b>
Under 30 days (not yet due)	772	339
Up to 1 month	66	220
1 – 2 months	6	491
3 – 6 months	7	65
Over 6 months	145	137

The increase in debt due for payment is because of amounts to be paid from other Council's for the provision of shared services. A complete breakdown of the outstanding debts at 30<sup>th</sup> September 2010 is included at Appendix 8.

Debts 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.

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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:

<b>Financial Asset Category</b>	<b>Criteria (Fitch ratings)</b>	<b>Maximum Investment</b>
Deposits with banks	Short Term: F1+/F1 Support: 1,2,3 Long Term: minimum 'AA-/A	£3million/£2million
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 *

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 September short term investments comprise:

	31 March 10 £	30 Sept 10 £
Deposits with Banks/Building Societies	8,360	15,850
<b>Total</b>	<b>8,360</b>	<b>15,850</b>

\* 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.

## 5.2 Income from investments

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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 September 2010 the Council received income from investments of £47k. 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.

Details of the Council's performance for the Treasury Management function during the first half of 2010/11 are included at Appendix 9.

#### **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 £281k 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. It is anticipated that a further £134k will be transferred to balances during 2010/11, however of this £2.5k has been released 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 £135k. 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:

<b>Capital Programme</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>
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	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Balance b/fwd	5,133	2,032	905
Actual funding to date (April – Sept)	-898		
Estimated use for the remainder of the year	-2,303	-1,227	-226
Received in year	100	100	100
Balance c/fwd	2,032	905	779

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.

**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

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

**25. WARDS AFFECTED**

All

**26. APPENDICES**

- Appendix 1 Performance Summary for April – Sept 2010
- Appendix 2 Detail Performance report for April – Sept 2010
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Efficiency Savings 2010/11
- Appendix 5 Current Position (April – Sept) on Earmarked Reserves
- Appendix 6 Virements for approval by Cabinet
- Appendix 7 Customer Feedback
- Appendix 8 Outstanding debts as at 30<sup>th</sup> September 2010
- Appendix 9 Performance for the Treasury Management Function for April – Sept 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)

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CAA - Corporate Area Assessment – the methodology used by the Audit Commission to judge the performance of Councils and partners

**AUTHORS OF REPORT**

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Theresa Kristunas, Head of Resources  
John Outhwaite, Senior Policy and Performance Officer  
Debbie Randall, Accountancy Services Manager

SUMMARY - Period 3 (June) 20010/11				
Monthly (June) performance			Estimated Outturn	
	No.	%age <sup>1</sup>	No.	%age <sup>3</sup>
Improving or stable.	24	60%	20	45%
Declining	16	40%	12	27%
No data	15		12	27%
			11	
Total Number of Indicators reported this period <sup>1</sup>	55		55	
			35	80%
			5	11%
			4	9%
			11	
Total Number of Indicators reported this period <sup>1</sup>			55	

SUMMARY - Period 4 (July) 20010/11				
Monthly (July) performance			Estimated Outturn	
	No.	%age <sup>1</sup>	No.	%age <sup>3</sup>
Improving or stable.	22	56%	24	62%
Declining	17	44%	10	26%
No data	6		5	13%
			6	
Total Number of Indicators reported this period <sup>1</sup>	45		45	
			31	82%
			7	18%
			0	0%
			7	
Total Number of Indicators reported this period <sup>1</sup>			45	

SUMMARY - Period 5 (August) 20010/11				
Monthly (August) performance			Estimated Outturn	
	No.	%age <sup>1</sup>	No.	%age <sup>3</sup>
Improving or stable.	19	59%	22	69%
Declining	13	41%	7	22%
No data	8		3	9%
			8	
Total Number of Indicators reported this period <sup>1</sup>	40		40	
			28	82%
			4	12%
			2	6%
			6	
Total Number of Indicators reported this period <sup>1</sup>			40	

SUMMARY - Period 6/Quarter 2 (September) 20010/11				
Monthly/Quarterly (September) performance			Estimated Outturn	
	No.	%age <sup>1</sup>	No.	%age <sup>3</sup>
Improving or stable.	26	59%	26	59%
Declining	18	41%	7	16%
No data	9		11	25%
			9	
Total Number of Indicators reported this period <sup>1</sup>	53		53	
			32	76%
			5	12%
			5	12%
			11	
Total Number of Indicators reported this period <sup>1</sup>			53	

Notes

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

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Ref	Description	Frec. of reporting	Cumor Snap?	200810 outturn	2010/11															
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn	Est. Outturn Target & Trend		
	The number of domestic burglaries	M	C	321	92	77	W	124	124	W	155	157	I	186	173	I	344	I	370	I
	The number of violent crimes	M	C	1046	271	303	W	366	425	W	464	522	I	554	612	I	1,245	W	1,038	W
	The number of robberies	M	C	44	13	15	I	18	19	W	23	24	W	27	25	I	56	I	54	I
	The number of vehicle crimes	M	C	672	166	149	I	222	194	W	278	282	W	333	340	I	630	W	664	W



Ref	Description	Freq. of reporting	Cumor Snap?	2009/10 outturn	2010/11														
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn	Est. Outturn Target & Trend	
	The number of Criminal Damage Incidents	M	C	908	210	225	I	303	304	W	377	374	I	458	450	I	890	895	I
	Monthly Shopmobility Centre Usage	M	S	144 (ave)	160	148	I	160	207	I	160	214	I	160	221	I	160	160	
	Community transport usages	M	C	n/a	420	729	I	560	820	I	700	1,104	W	840	1,662	I	1680	3,000	
	Average time (weeks) from referral to completion for category 1 DFGs	Q	C	44	34	77	W	n/a	n/a	n/a	n/a	n/a	n/a	34	68	I	34	50	
	Average time (weeks) from referral to completion for category 2 DFGs	Q	C	63	35	69	W	n/a	n/a	n/a	n/a	n/a	n/a	35	63	I	35	55	
	Average time (weeks) from referral to completion for category 3 DFGs	Q	C	63	52	90	W	n/a	n/a	n/a	n/a	n/a	n/a	52	88	I	52	60	
	Percentage of DFG budget allocated to approved schemes (activity measure)	Q	C	100.00	n/a	35	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	49	n/a	n/a	n/a	n/a
	Percentage of DFG budget spent (activity measure)	Q	C	100.00	n/a	8	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	35	n/a	n/a	n/a	n/a
	Private dispersed Lifeline customer numbers - new customers	M	S		18	20	I	18	19	W	18	17	W	18	13	W	215	215	
	Private dispersed Lifeline customer numbers - Leavers	M	S		12	9	W	12	6	I	12	9	W	12	12	W	137	137	
	Private dispersed Lifeline customer numbers - net gain	M	S		6	11	I	6	13	I	6	8	W	6	1	W	78	78	
	Private dispersed Lifeline customer numbers - total private dispersals	M	S		620	631	I	625	644	I	631	652	I	637	653	I	n/a	n/a	n/a
	Number of lifeline calls received (activity measure)	M	S		n/a	7,002	n/a	n/a	8,613	n/a	n/a	9,821	n/a	n/a	11,942	n/a	n/a	n/a	n/a
	% of lifeline calls answered within 1 minute	M	S		98.50	99.34	W	98.50%	99.41%	I	98.50%	99.20%	W	98.50%	99.80%	I	98.50	98.50	

Ref	Description	Freq. of reporting	Cumor Snap?	2009/10 outturn	2010/11														
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn	Est. Outturn Target & Trend	
NI 155	Number of affordable homes delivered	Q	C	88	20	1	W	n/a	n/a	n/a	n/a	n/a	n/a	n/a	40	40	I	80	80
NI 156	Number of households occupying temporary accommodation	Q	S	14	34	13	I	n/a	n/a	n/a	n/a	n/a	n/a	10	10	I	34	15	15
	Number of CCTV incidents (activity measure)	M	C		n/a	80	n/a	n/a	n/a	173	n/a	n/a	n/a	320	342	n/a	n/a	n/a	n/a
	% of CCTV incidents which are proactive monitoring	M	C		n/a	34	n/a	n/a	n/a	19	n/a	n/a	n/a	36	26	n/a	n/a	n/a	n/a
	Number of CCTV evidential seizures	M	C		n/a	12	n/a	n/a	n/a	19	n/a	n/a	n/a	45	38	n/a	n/a	n/a	n/a

Leisure & Cultural Services

	Number of locally delivered diversionary sessions	M	C	163	53	48	I	74	71	I	99	151	I	115	151	W	185	185
	Numbers of users attending diversionary activities.	M	C	617	207	221	I	303	354	W	427	709	I	479	709	W	750	750
	Number of over 60's swimming usages	M	C		4,050	3,845	I	5,500	5,248	I	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	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	n/a	n/a	n/a	n/a	n/a	n/a
	Number of attendances at arts events	M	C	23,728	1,319	1,250	I	5,541	5,868	I	20,621	20,641	I	21,468	21,513	I	24,202	24,202

Ref	Description	Freq. of reporting	Cumor Snap?	200810 outturn	2010/11											
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend
	Artix usage (community use)	Q	S	60,250	16,125	17,696	n/a	N/A	N/A	N/A	32,400	32,596	W	64,500	64,500	
	Dolphin Centre Usage	M	C	415,407	106,087	98,378	W	140,650	130,897	I	171,655	163,430	I	413,000	413,000	
	Sports development usages	M	C	30,095	7,329	7,654	W	10,015	10,875	I	12,366	13,118	W	30,600	35,000	

Finance & Resources Department

N1181	Time taken to process HBCT benefit new claims or change events (days)	M	C	9.12	12.00	14.05	W	12.00	7.47	I	12.00	8.31	I	12.00	12.55	W	12	12.00	
	% of HB overpayments recovered during the quarter of the outstanding debt.	Q	S	8.00	25.00	8.00	n/a	n/a	n/a	n/a	25.00	13.00	I	25.00	25.00	I	25.00	25.00	
	% of the outstanding HB overpayments debt written off during the quarter	Q	S	1.08	2.00	0.00	n/a	n/a	n/a	n/a	2.00	0.91	W	2.00	2.00	W	2.00	2.00	

Ref	Description	Freq. of reporting	Cumor Snap?	2008/10 outturn	2010/11												
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn
	Total annual savings as identified in MTFP (£'000)	Q	C		207	119	n/a	n/a	n/a	n/a	n/a	418	378	I	1,088	1,088	
	Percentage of invoices paid within 10 days of receipt	M	C	83.00	90.00	84.84	I	90.00	87.54	I	90.00	89.74	I	90.00	85		
FP001	Percentage of invoices paid within 30 days of receipt	M	C	98.00	98.96	98.96	W	98.00	99.10	I	98.00	99.02	99.05	W	98.00	98.00	
LPI (formerly BV12)	The average number of working days lost due to sickness.	M	C	9.12	2.13	2.08	I	2.84	2.81	W	3.55	4.58	3.59	W	8.75	8.61	

**Customer Services**

Ref	Description	Freq. of reporting	Cumor Snap?	2008/10 outturn	2010/11													
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn	Est. Outturn Target & Trend
	Monthly Call Volumes Customer Contact Centre (activity measure)	M	S		n/a	7,465	n/a	n/a	6,818	n/a	n/a	6,628	6,284	n/a	n/a	n/a	n/a	n/a
	Monthly Call Volume Council Switchboard (activity measure)	M	S		n/a	4,565	n/a	n/a	4,430	n/a	n/a	4,085	3,638	n/a	n/a	n/a	n/a	n/a
	Resolution at First Point of Contact all services (percentage)	M	S	95.00	85.00	96	W	85.00	93	W	85.00	96	97.00	I	95.00	95.00		
	% of Calls Answered	M	S	85.00	85.00	92.00	I	85.00	93.00	I	85.00	93.00	93.00	S	85.00	85.00		
	Average Speed of Answer (seconds)	M	C	20	20.00	24.70	I	20.00	22.30	I	20.00	19.50	20.60	I	20.00	20.00		
	Number of complaints received (Council wide)	M	C	200	n/a	76	I	n/a	93	S	n/a	118	n/a	n/a	decreasing	decreasing		

Ref	Description	Freq. of reporting	Cumor Snap?	2008/10 outturn	2009/10/11													
					June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Sep. Target	Sep. Actual	Target & Trend	Est. Outturn	Est. Outturn Target & Trend
	Number of compliments received	M	C	60	n/a	21	<b>S</b>	n/a	34	<b>I</b>	n/a	n/a	n/a	n/a	49	<b>W</b>	increasing	increasing

**Legal, Equalities and Democratic Services**

There are no Corporately reported PIs for this department

**Planning & Regeneration**

NI 157	The percentage of major planning applications determined within 13 weeks	M	C	83.00	85.00	73.00	<b>I</b>	85.00	66.66	<b>W</b>	85.00	70.50	<b>I</b>	85.00	71.40	<b>W</b>	85.00	80.00
NI 157	The percentage of minor planning applications determined within 8 weeks	M	C	87.80	85.00	88.00	<b>S</b>	85.00	87.50	<b>W</b>	85.00	88.80	<b>I</b>	85.00	90.60	<b>I</b>	85.00	85.00
NI 157	The percentage of other planning applications determined within 8 weeks	M	C	91.00	90.00	95.00	<b>W</b>	90.00	94.89	<b>I</b>	90.00	95.00	<b>W</b>	90.00	94.90	<b>W</b>	90.00	90.00



Ref	Description	Comments
<b>Environment Department</b>		
NI 191	Residual Household waste per household (KG)	No figures have yet been provided for trade waste Jul- Sep which when received will move the scores closer to target. ONS household data has been established at 39059 (up from 38929 previously being used to calculate NI 191)
NI 192	Percentage of household waste re-used, recycled and composted	Reject rate for Set is 7.5%. Kerbside recycling tonnage has reached highest levels since commingled introduction.
	Number of missed waste collections	84 missed collections, 36 recycling, 16 garden, 32 household
	Town Centre Car Park Usage (av per month)	Above target

**Community Services**

		<p>This performance indicator remains over target however this month (September) has been the best performing month this year. The offence types that make up this PI which continue to be problematical are less serious violence against the person, fraud and forgery, burglary and other thefts. Other Thefts is a category which is used for mobile phones which have disappeared, it is believed that in some cases phones are reported as stolen to validate insurance claims on mobile phones. Another crime type which has increased in volume are drug offences however this increase is reflective of the effectiveness of detecting drugs in recent months and should be seen as a positive result.</p>
	Total Crime	

Ref	Description	Comments
	<p>The number of domestic burglaries</p>	<p>Domestic Burglary during September decreased by almost 50% when compared to the previous month with only 17 offences being committed. All of Bromsgrove's prolific, persistent offenders with burglary offending habits are currently in custody however cross border crime from Birmingham is still a problem in areas such as Wythall and Alvechurch. The Bromsgrove CSP are currently developing a project which will offer practical advice and support to victims of burglary in the Alvechurch and Wythall area. Domestic Burglary during September decreased by almost 50% when compared to the previous month with only 17 offences being committed.</p>
	<p>The number of violent crimes</p>	<p>There were 91 violent crimes in September and although this was just 1 offence over target, this was the least amount of offences in a single month this year. This reduction in offences is mostly due to a change in policing tactics on the Worcester Road in Bromsgrove Town Centre which has helped reduce assaults connected with the night time economy. We have had two consecutive months where this performance indicator has been within 10% of the target, and we expect to see this trend improve over the coming months. The Community Safety Partnership will be preparing for the Christmas festivities which often attract an increase in violent crime in the Town Centre and in the home.</p>
	<p>The number of robberies</p>	<p>Only 1 robbery offence during September which assists bringing the end of year target within reach.</p>
	<p>The number of vehicle crimes</p>	<p>The volume of vehicle crime offences has reduced since last month, with 59 offences during September, however this is still 4 offences over target. Local Policing Teams and Neighbourhood Wardens are continuing to carry out vulnerable vehicle checks to identify vehicles which are either unlocked or have valuables on show which is often the case. We still estimate to achieve the end of year target.</p>



Ref	Description	Comments
	The number of Criminal Damage Incidents	The number of criminal damage incidents each month remains constant. During September criminal damage at St Johns church attracted publicity from the local press; the church is being supported by the local policing team and the BDC Community Safety Team to prevent future incidents at the church and around the immediate area including Sanders Park. Criminal Damage is often linked to anti-social behaviour which has been reduced by 20% year to date; we would therefore expect to start seeing reductions in criminal damage incidents in the coming months.
	Monthly Shopmobility Centre Usage	Above target
	Community transport usages	Above target
	Average time (weeks) from referral to completion for category 1 DFGs	Figures have improved in the quarter, partly due to improved data collection, which gives a more accurate date of completion of the works, thus improves the accuracy of the overall figure.
	Average time (weeks) from referral to completion for category 2 DFGs	See above
	Average time (weeks) from referral to completion for category 3 DFGs	See above
	Percentage of DFG budget allocated to approved schemes (activity measure)	Activity measure
	Percentage of DFG budget spent (activity measure)	Activity measure
	Private dispersed Lifetime customer numbers - new customers	This has been a difficult month where the focus of staff has been on the impending TSA accreditation.
	Private dispersed Lifetime customer numbers - Leavers	Cancellations are average in their number this month.
	Private dispersed Lifetime customer numbers - net gain	A net gain of 1 is very low, but still not a loss. Past months increases above target have cushioned this poor growth.
	Private dispersed Lifetime customer numbers - total private dispersals	Business growth is above the set target
	Number of lifeline calls received (activity measure)	Activity Measure
	% of lifeline calls answered within 1 minute	Above target

Ref	Description	Comments
NI 155	Number of affordable homes delivered	Slippage reported in the previous quarter has been recovered and we are now on target.
NI 156	Number of households occupying temporary accommodation	On target and fewer than last quarter
	Number of CCTV incidents (activity measure)	Activity Measure
	% of CCTV incidents which are proactive monitoring	Baseline in 10/11
	Number of CCTV evidential seizures	Baseline in 10/11

#### Leisure & Cultural Services

	Number of locally delivered diversionary sessions	No diversionary session delivered for September. Links need to be strengthened with Community Safety to pinpoint target areas and programmes of delivery. Community Coaching sessions at Sanders Park / Sidemoor and Rubery to be rolled out during October Half Term which will increase October figures.
	Numbers of users attending diversionary activities.	No diversionary session delivered for September. Links need to be strengthened with Community Safety to pinpoint target areas and programmes of delivery. Community Coaching sessions at Sanders Park / Sidemoor and Rubery to be rolled out during October Half Term which will increase on October figures.
	Number of over 60's swimming usages	No longer running due to funding cuts.
	Number of people attending 'Age Well' scheme	Community currently being engaged, actual attendance figures will be available for the month of February via Age Well Scheme pilot
	Number of attendances at arts events	September was the last month of the 2010 bandstand programme; the programme was very well supported by the community with a mixed programme of music, puppets and the Austin Ten Car Club. Up and coming events include Halloween in October, Bonfire and 2 Christmas Light Switch on Events in November.

Ref	Description	Comments
	Artistic usage (community use)	The actual attendance for the second quarter is again above target even though the attendance trend for the summer/spring period is usually lower due to other outdoor community activities and events being held within the district. The overall performance over the first 6 months is on target to meet the overall attendance figure for the year.
	Dolphin Centre Usage	Target not met in large part due to the return of the schools. We ran an NPLQ course which negatively effected usage but had a positive effect on income.
	Sports development usages	Target exceeded due to success of Sport Unlimited, Exercise Mobility, Multi Skills and PSP sessions. Regular programmes have seen increase in numbers to contribute to overall increase in usages. Sessions to continue for October but reduced sessions during Half Term may show reduction in usages.

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Finance & Resources Department

Nif 81	Time taken to process HB/CT benefit (new claims or change events) (days)	Decrease in performance due to an increase in new claims and changes received along with a shortage of staff due to long term sickness of 2 member's. Situation to be monitored during October with the expected return of one staff member and possible overtime.
	% of HB overpayments recovered during the quarter of the outstanding debt.	An increase in the amount of Benefit recovered but still well short of the target. The appointment of an overpayment officer is proving effective with overpayments recovered in August and September exceeding the amounts raised for the first time in almost 2 years.
	% of the outstanding HB overpayments debt written off during the quarter	As part of the analysis of outstanding overpayments by the new overpayment officer, old unrecoverable debts are being discovered and submitted for write off. There is a possibility the limit of 2% for write off may be exceeded as we try to recover more of the older debts.

Ref	Description	Comments
	Total annual savings as identified in MTFP (£'000)	Savings have not been fully achieved as shared service projects have not been fully implemented.
	Percentage of invoices paid within 10 days of receipt	The cumulative total for invoices paid within 10 days is 89.74%, the total for September was 92.09%. For September 50 invoices were late.
FP001	Percentage of invoices paid within 30 days of receipt	On Target
LPI (formerly BV12)	The average number of working days lost due to sickness.	An increase in the number of reported absences in September has resulted in the estimated outturn changing to <b>AMBER</b>

#### Customer Services

	Monthly Call Volumes Customer Contact Centre (activity measure)	Contact Centre shows an increase of 12% compared to last month. Which is expected following the main holiday period and is consistent with last years profile
	Monthly Call Volume Council Switchboard (activity measure)	Switchboard shows an increase of 5.5% compared to last month. Which is expected following the main holiday period and is consistent with last years profile
	Resolution at First Point of Contact all services (percentage)	Consistent performance with last month and continues to exceed target
	% of Calls Answered	Consistent performance with last month and continues to exceed target
	Average Speed of Answer (seconds)	The actual answer this month was 13 seconds. The continual improvement trend to date has now brought the cumulative average answer time to below the target.
	Number of complaints received (Council wide)	Performance down due to new staff not aware of customer standards – this is being addressed. Complaints in September: Council Tax 1, Incorrect info given at CSC 1, Housing Benefit 1, Bin not replaced properly 1, Assisted Collection 1, Missed bins 1, Unsafe steps at Spadesbourne 1

Ref	Description	Comments
	Number of compliments received	This is the first month in 4 years since recording began that the number of compliments is more than or equal to the number of complaints. Compliments during September: Excellent Service at CSC 2, Events in Sanders park 4, Prompt service of waste team 1

**Legal, Equalities and Democratic**

There are no Corporately reported P

**Planning & Regeneration**

NI 157	The percentage of major planning applications determined within 13 weeks	The increase in Major applications experienced in August was sustained this month. 10/0549 Thistle Grove Poultry Farm went over time as a result of the S106 being received one day late. Given the retrospective nature of the development it was not considered expedient to refuse the development.
NI 157	The percentage of minor planning applications determined within 8 weeks	Numbers are lower than June/July when 25/21 application were determined, but reflect to a greater extent the average figure for applications in this category. All applications were determined in time which is a great achievement against a back ground of late holidays and some sickness absence in the office.
NI 157	The percentage of other planning applications determined within 8 weeks	The number of applications in this category is less than determined in August (67) but 50 decisions reflects the average in this group to a greater extent. Three applications went over time; the car valeting unit was called to Committee and then Deferred for the submission of additional information (10/0496), the garage at Foxhill Farm Barn was also called to Committee for consideration, (10/0547). Proposals for an extension at Moorfield Drive went over due to the need to change the recommendation (10/0705).

Ref	Description	Comments
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There are no Corporately reported P

**Policy, Performance and Partnerships**

There are no Corporately reported P

**Business Transformation**

There are no Corporately reported P

Ref	Description	Freq	Cum or Snap	2010/11 Monthly Performance figures													
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.		
NI 191	Residual Household waste per household (kg)	M	C	47.55	47.84	47.60	48.38	47.12	47.68	48.57	47.09	53.04	46.98	44.23	48.21		
			Actual	52.89	44.57	49.52	49.97	44.30	49.56								
			numerator	2,058.94	1,735.24	1,927.57	1,945.37	1,724.68	1,935.89								
			denominator	38,929	38,929	38,929	38,929	38,929	39,059								
NI 192	Percentage of household waste re-used, recycled and composted	M	C	42.36	46.38	44.98	44.30	43.72	40.96	38.61	42.77	26.03	32.34	29.03	36.41		
			Actual	38.61	41.74	43.21	40.58	42.95	43.59								
			numerator	1,295.043	1,243.254	1,467.374	1,346.830	1,293.205	1,496.102								
			denominator	3,354.123	2,978.494	3,396.265	3,311.375	3,010.664	3,431.992								
	Number of missed waste collections	M	C	125	125	125	125	125	125	125	125	125	125	125	125		
			Actual	167	120	151	119	59	84								
	Town Centre Car Park Usage	M	S	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	136,570	130,147	128,770								

Community Services

	Total crimes	M	C	433	447	433	447	447	433	447	447	447	447	404	447
			Actual	485	505	472	535	506	460						
	The number of domestic burglaries	M	C	30	31	30	31	31	30	30	30	31	31	28	31
			Actual	25	17	35	48	33	17						
	The number of violent crimes	M	C	88	91	92	96	97	90	90	87	78	80	74	87
			Actual	107	97	99	120	99	91						
	The number of robberies	M	C	4	5	4	5	5	4	4	5	5	5	4	5
			Actual	6	6	3	4	5	1						
	The number of vehicle crimes	M	C	55	56	55	56	56	55	55	56	56	56	51	56
			Actual	47	62	40	45	86	59						
	The number of criminal damage incidents	M	C	74	77	59	93	74	81	74	74	59	63	70	90
			Actual	64	83	78	79	70	76						
	Shopmobility Centre Usage	M	S	160	160	160	160	160	160	160	160	160	160	160	160
			Actual	141	133	148	207	214	221						





NUMBER OF CCTV INCIDENTS	UNIT	Actual	315	336	80	173	320	342	18	14	5	5	12	16
%age of CCTV incidents which are proactive monitoring	M	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	C	Actual	60	71	34	19	36	26						
Number of CCTV evidential seizures	M	Target	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	C	Actual	33	24	12	19	45	38						

**Leisure & Cultural Services**

Number of locally delivered diversionary sessions	M	Target	16	19	18	21	25	16	18	14	5	5	12	16
	C	Actual	30	3	15	23	80	0						
Numbers of users attending diversionary activities.	M	Target	56	69	82	96	124	52	69	32	30	20	42	48
	C	Actual	64	8	149	133	355	0						
Number of over 60's swimming usages	M	Target	1,275	1,325	1,450	1,450	1,450	1,375	1,250	1,200	950	875	1,000	1,150
	C	Actual	1,272	1,195	1,378	1,403	N/A	N/A						
Number of people attending 'Age Well' scheme	Q	Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	C	Actual	N/A	N/A	N/A	N/A	N/A	14						
Number of attendances at arts events	M	Target	91	588	660	4,222	15,080	847	859	3,025	129	63	111	95
	C	Actual	100	485	665	4,618	14,773	872						
Artrix usage	Q	Target	N/A	N/A	16,125		N/A	14,800						
	C	Actual	N/A	N/A	17,696	2,700	N/A	14,900						
Dolphin Centre Usage	M	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
	C	Actual	34,301	33,016	31,061	32,519	32,533	30,983						
Sports development usages	M	Target	1,966	2,514	2,849	2,686	2,351	1,941	3,064	3,540	1,171	1,983	2,754	3,781
	C	Actual	2,060	2,856	2,738	3,221	2,243	3,027						

**Finance & Resources Department**

NI 181	M	Target	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
		Actual	19.61	16.68	15.60	13.65	12.79	11.12							
		numerator	21,202	35,180	55,762	64,182	71,695	10,571							
		denominator	1,081	2,109	3,574	4,701	5605	951							
	Q	Target			25			25							
	C	Actual			8			13							
	Q	Target			2			2							
	C	Actual			0			0.91							
	Q	Target			207			418							
	C	Actual			119			260							
	M	Target	90.00	90.00	90.00	90.00	99.00	90.00	90.00	90.00	90.00	90.00	90.00	90.00	
	C	Actual	86.69	79.55	88.29	95.64	96.20	92.09							
	M	Target	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	
	C	Actual													



## **VFM Gains 2010-11**

**Efficiencies**  
**10/11**  
**£'000**

### **SAVINGS IDENTIFIED**

#### **Council Wide**

Shared service - Alternative Methods	90
Procurement Review	100
ICT Shared Service	39
CCTV Shared Service	46
	<b>275</b>

#### **Financial Services**

Property Services Review	11
	<b>11</b>

#### **Street Scene & Community**

Co-mingled Waste Service	200
Increased income at sanders park	1
Savings from Dolphin Centre	75
	<b>276</b>

<b>Total Efficiency Savings</b>	<b>562</b>
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Appendix 4

Earmarked Reserves

Description	B/fwd 2010/11 £'000	Received in Year £'000	Used 2010/11 - Quarter 1 & 2 £'000	Total Movement in year 10/11 £'000	Current Position 2010/11 April - Sept £'000
Building Control Partnership Reserve	-22	0	0	0	-22
Unspent Plan. Del. Grant reserve	-27	0	27	27	0
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	6	6	-1
Town Centre Development	-18	0	18	18	0
Single Status/JE	-146	0	0	0	-146
Shared Services Agenda incl Joint CE	-444	0	15	15	-429
Business Start up grants	-6	0	0	0	-6
Youth Provision Reserve	-32	0	0	0	-32
Activity Referral Scheme	-4	0	3	3	-1
Town centre Market Stalls	-4	0	0	0	-4
Alcohol Abuse Reserve	-6	0	0	0	-6
Local Strategic Partnership	-25	0	3	3	-22
Recycling Extension	-129	0	0	0	-129
Town Centre Conservation Grants	-5	0	5	5	0
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	6	6	0
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	5	5	-8
	-1338	0	135	135	-1,203

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Is the virement for 2010/11 Only or for future years?	Virement From:			Virement To:			Reason for virement
	Account	Cost Centre	Amount £	Account	Cost Centre	Amount £	
Future Years	D53 – Postage & Packaging	ES01	-32,284	D53 – Postage & Packaging	CD45	32,284	Restructure of Leisure and Cultural salaries

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# Customer Feedback How did we do?



- Putting the Customer first
- July to September 2010



**Bromsgrove**  
District Council

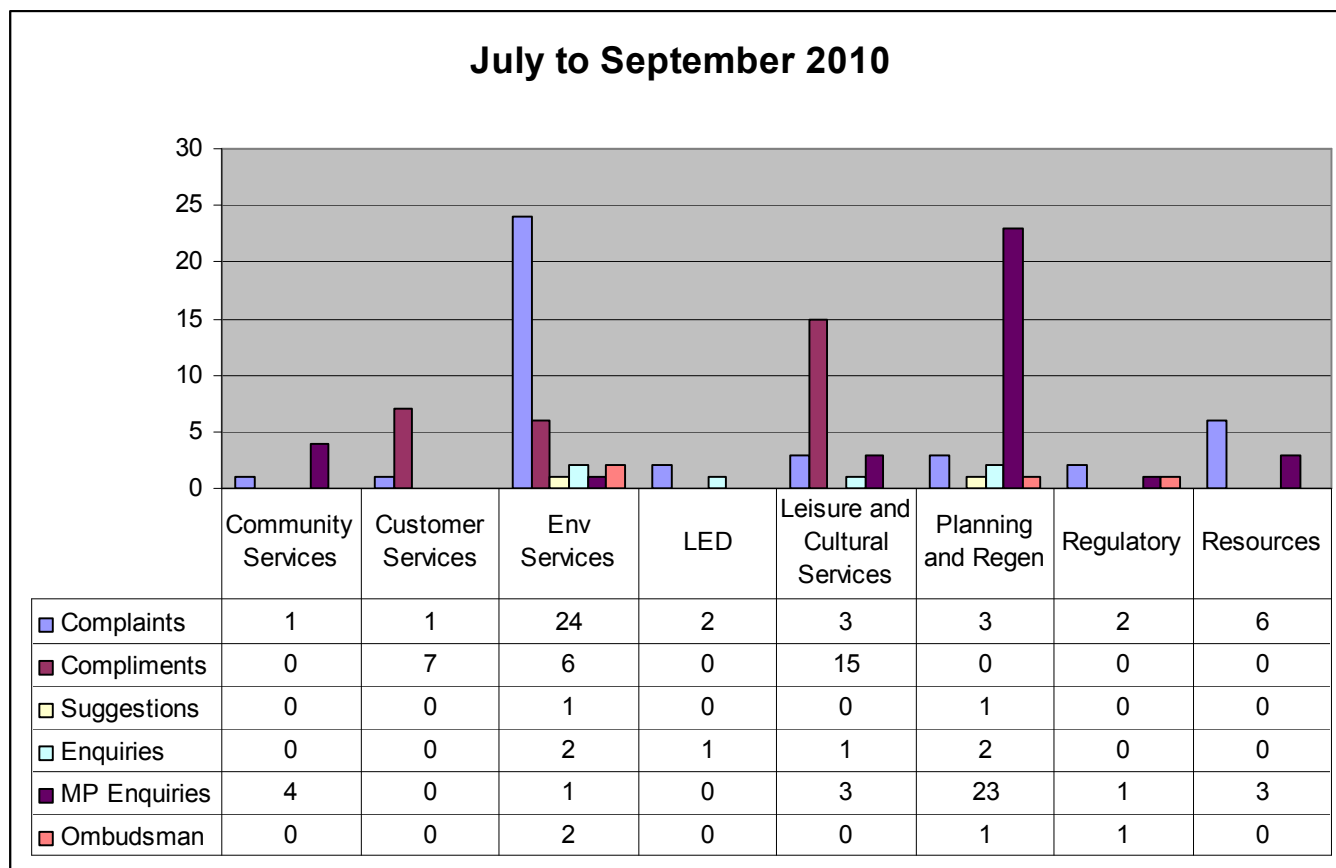
[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



## Section1 Corporate Overview

Only services that have received feedback are featured in this report.

### 1.1 Customer Feedback received



#### During this quarter:

- A total of 42 complaints were received which is **34 less** than last quarter – this decrease is usual for the summer holiday period.
- The numbers of enquiries from the local MP were 35 and these were mostly planning objections.
- A total of 4 Ombudsman cases were received. One of these cases has been investigated by the LGO and their decision was that there was no finding of maladministration by the Council – still awaiting decision on the remaining 3.

### 1.2 Compliments Received

Excellent service at CSC	7
Sports Development Events	7
Speedy service by Grounds Maintenance	1
Events in Sanders Park	8
Quality of service – Street Cleansing	2
Quality of service – Waste Collection	3
<b>Total</b>	<b>28</b>

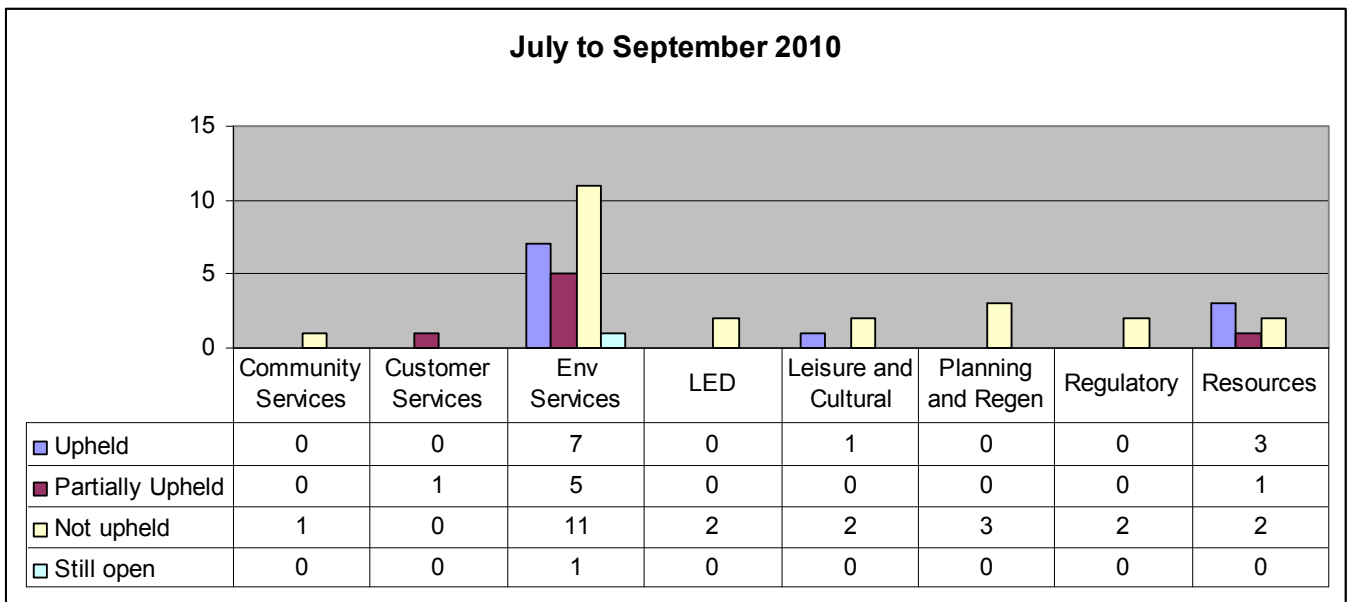
#### During this quarter:

- A total of 28 compliments were received – 11 more than last quarter

### 1.3 Complaint Issues

Missed Bins	4
New Bin delivery delay	2
Bins not replaced properly	4
Assisted collection problems	2
Attitude of crews	2
Parking	5
Grass Cutting	1
Litter	1
Dirty Toilets	1
Lack of parking at Cemetery	2
Planning Applications	3
Planning Committee	2
Housing Repairs (DFG)	1
Wrong info given at CSC	1
Swimming concessions	1
Standard of new football pitch	1
Trees in playing field	1
Environmental Issues and claim that the Council is corrupted	1
Licensing of a rival business	1
Council Tax	2
Housing Benefit	3
Unsafe steps in Spadesbourne Suite	1
<b>Total</b>	<b>42</b>

### 1.4 Complaint Results



**During this quarter:**

- 55% of complaints were not upheld
- 45% were found to be justified

## 1.5 Complaint response

	Within 10 days	After 10 days	Still open
Community Services	1	0	0
Customer Services	1	0	0
Environmental Services	18	5	1
LED	2	0	0
Leisure and Cultural Services	2	1	0
Planning and Regeneration	1	2	0
Regulatory	1	1	0
Resources	1	5	0
<b>Total</b>	<b>27</b>	<b>14</b>	<b>1</b>

### During this quarter:

- dealt with **64%** of complaints within 10 days
- dealt with **36%** of complaints between 10 – 20 days.
- Where the complaint took longer to investigate than our 10 day standard, 100% of customers were contacted to let them know.

## Section 2

### Identified Trends and Recommendations for Improvement Actions

#### 2.1 Identified Trends

The number of complaints has dropped significantly this quarter which maybe due to the holiday period coupled with the delivery of new bin issues being resolved. However we can see that some teams are not responding to complaints within set timescales so refresher training is required in certain service areas.

#### 2.2 Recommendations for Improvement Actions.

It has been found that there are quite a few new members of staff who have little or no knowledge of the Customer Feedback system or our Customer Standards which may have caused delays in responding to complaints. The Customer First Officer will address this by arranging refresher training when the new version of the system is launched later this year and the Head of Customer Service will be looking at how we can train staff as they join the Council. A new strategy is being developed which focuses on the customer's experience and when this is launched next year it will be backed up with further training for staff.

Appendix 8

Summary of Outstanding Debtors as at 30th September 2010

Description	DueDate	Total
3 Year Funding - Sports Development	Sum of Not Due	0
	Sum of 1-30 days	11703.21
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	11703.21
Shared Services - 50% recharge of Management restructure costs	Sum of Not Due	0
	Sum of 1-30 days	51039.27
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	51039.27
General Admin Charges - Planning Services	Sum of Not Due	0
	Sum of 1-30 days	270.25
	Sum of 31-60 days	70.5
	Sum of 61-90 days	11.75
	Sum of 90 days +	60.02
	Sum of O/S	412.52
ADSL Rental re-charge to Redditch for IT access at remote sites	Sum of Not Due	0
	Sum of 1-30 days	19131.4
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	19131.4
Advertising in Together Bromsgrove	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	235
	Sum of 90 days +	705
	Sum of O/S	940
Building Regulation Inspection Fees	Sum of Not Due	0
	Sum of 1-30 days	6681.45
	Sum of 31-60 days	288.88
	Sum of 61-90 days	0
	Sum of 90 days +	1463.82
	Sum of O/S	8434.15
Capital Contribution to Shared Serv's (Under review at this time)	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	445325
	Sum of O/S	445325
Car parking fines	Sum of Not Due	0
	Sum of 1-30 days	7490
	Sum of 31-60 days	1260
	Sum of 61-90 days	0
	Sum of 90 days +	61508.32
	Sum of O/S	70258.32
Cemetaries - Internment Fees	Sum of Not Due	0
	Sum of 1-30 days	9045

	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	500
	Sum of O/S	9545
Cesspool Emptying	Sum of Not Due	0
	Sum of 1-30 days	9099.01
	Sum of 31-60 days	1240.22
	Sum of 61-90 days	338.25
	Sum of 90 days +	1985.54
	Sum of O/S	12663.02
Contribution to TRUNK 10/11	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	15000
	Sum of O/S	15000
Dolphin Centre Hire	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	829.41
	Sum of O/S	829.41
Emergency Planning - Accommodation Charge	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	1120.48
	Sum of O/S	1120.48
Enhanced Recycling	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	55000
	Sum of O/S	55000
Football Pitch Hire	Sum of Not Due	0
	Sum of 1-30 days	711
	Sum of 31-60 days	0
	Sum of 61-90 days	2107
	Sum of 90 days +	686
	Sum of O/S	3504
Hire of Haybridge	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	1574.73
	Sum of O/S	1574.73
Hire of Park Pavillion	Sum of Not Due	0
	Sum of 1-30 days	4947.53
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	1058.33
	Sum of O/S	6005.86
Housing Spend to Save scheme	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0



	Sum of 90 days + Sum of O/S	1688 1688
Housing Step Up Scheme	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 3170.94 0 1340 20922.84 25433.78
IT Shared Service costs	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 12241.54 215903.31 0 0 228144.85
Joint Chief Exec Costs	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 17001.45 0 0 0 17001.45
Licensing	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 7600 2915 180 1505 12200
Lifeline	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 39001.28 43.62 173.63 658.27 39876.8
Market Hall Rent for Stall Hire	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 0 0 0 387.58 387.58
Shared Procurement Service	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 2749.97 0 0 0 2749.97
Reimbursement of training fees	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 0 0 0 550 550
Rental for Council Properties ie Industrial Units, George House	Sum of Not Due Sum of 1-30 days Sum of 31-60 days Sum of 61-90 days Sum of 90 days + Sum of O/S	0 31616.06 0 0 7263.14 38879.2

Right to Buy Clawback under terms of LSVT transfer	Sum of Not Due	0
	Sum of 1-30 days	10000
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	10000
Salary Overpayment	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	4980.78
	Sum of O/S	4980.78
Section 106 monies	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	116414
	Sum of O/S	116414
Sewer Renewal	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	735.34
	Sum of O/S	735.34
Hire of Spadesbourne Suite	Sum of Not Due	0
	Sum of 1-30 days	2476.75
	Sum of 31-60 days	530.09
	Sum of 61-90 days	0
	Sum of 90 days +	155
	Sum of O/S	3161.84
Special Waste Collections (eg Bulk Items)	Sum of Not Due	0
	Sum of 1-30 days	132.48
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	132.48
Sponsorship of community event/bandstand	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	4000
	Sum of O/S	4000
Sponsorship of Road Traffic Islands	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	2500
	Sum of O/S	2500
Sports Development	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	1000
	Sum of O/S	1000
Sports Development Activity Referral Funding (Grant)	Sum of Not Due	0
	Sum of 1-30 days	1700



	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	1700
Annual Permit (unloading fuel)	Sum of Not Due	0
	Sum of 1-30 days	0
	Sum of 31-60 days	0
	Sum of 61-90 days	0
	Sum of 90 days +	76
	Sum of O/S	76
Tradewaste	Sum of Not Due	0
	Sum of 1-30 days	2891.36
	Sum of 31-60 days	1782.37
	Sum of 61-90 days	0
	Sum of 90 days +	17970.05
	Sum of O/S	22643.78
Use of recreation ground	Sum of Not Due	0
	Sum of 1-30 days	1800
	Sum of 31-60 days	700
	Sum of 61-90 days	0
	Sum of 90 days +	0
	Sum of O/S	2500
Work done by Legal Department	Sum of Not Due	0
	Sum of 1-30 days	1582.13
	Sum of 31-60 days	123.38
	Sum of 61-90 days	0
	Sum of 90 days +	192.91
	Sum of O/S	1898.42
Total Sum of Not Due		0
Total Sum of 1-30 days		254082.08
Total Sum of 31-60 days		224857.37
Total Sum of 61-90 days		4385.63
Total Sum of 90 days +		767815.56
Total Sum of O/S		1251140.64

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## Semi-Annual Treasury Report 2010/11

### **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, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year. The Code also recommends that members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.

Treasury management is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

### **2. Economic Background**

- The UK continued to emerge from recession but the level of activity remained well below pre-crisis levels. GDP registered 0.3% growth in the first calendar quarter of 2010 and the 1.2% in the second.
- The Bank of England's Monetary Policy Committee (MPC) maintained the Bank Rate at 0.5% and Quantitative Easing at £200bn. However, the minutes of Bank of England's September meeting contained the possibility of further Quantitative Easing to keep the economy and inflation on track in the medium term.
- Inflation continued to decline although the annual CPI to August 2010 still stood at 3.1%. This has resulted in two open explanatory letters from the Bank of England's Governor to the Chancellor. In the coming months higher food and fuel prices raise the risk that we may not see inflation come down much more until 2011, and then it will rise back again in January with the signalled hike in VAT to 20%.
- The Bank of England's August Quarterly Inflation Report showed inflation remaining above the 2% target for longer than previously projected. Although the recovery in economic activity was expected to continue, the overall outlook for growth was weaker than presented in the May report.
- 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.
- The US Federal Reserve (the Fed) kept rates on hold at 0.25% following signs of a slowdown in American growth. At its meeting in September the Fed sent a strong signal that it is prepared to do more and moving closer to a second wave of unconventional monetary

**Semi-Annual Treasury Report 2010/11**

easing. 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. The sovereign ratings of Greece, Ireland, Portugal and Spain were downgraded by the rating agencies.

- The results from the EU Bank Stress Tests, co-ordinated by the Committee of European Banking Supervisors, highlighted that only 7 (2 Greek, 1 German and 4 Spanish "caja" banks) of the 91 institutions that made up the scope of the analysis were classed to have failed the adverse scenario tests. The tests are a helpful step forward, but there were doubts if they were far-reaching or demanding enough. The main UK Banks' (Barclays, HSBC, Lloyds and RBS) Tier 1 ratios all remained above 9% under both the 'benchmark scenario' and the 'adverse scenario' stress tests.
- Gilts rallied as the growth momentum faded and the UK seemed to offer a safe harbour from Euroland's turbulence. 5- and 10-year gilt yields fell to lows of 1.57% and 2.83% respectively.

### 3. **Investment Activity**

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**

	<b>Balance on 01/04/2010 £000s</b>	<b>Investments Made £000s</b>	<b>Investments Repaid £000s</b>	<b>Balance on 30/09/2010 £000s</b>	<b>Increase/ Decrease in Investments</b>
Short Term Investments	8,350	46,550	39,050	15,850	7,500
<b>TOTAL INVESTMENTS</b>	<b>8,350</b>	<b>46,550</b>	<b>39,050</b>	<b>15,850</b>	<b>7,500</b>

Security of capital remained the Council's main investment objective. This was maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2010/11. This restricted new investments to the following:

- the Debt Management Office
- Other Local Authorities
- AAA-rated Stable Net Asset Value Money Market Funds
- Deposits with UK Banks and Building Societies systemically important to the UK banking system and deposits with select non-UK Banks (Australia, Canada, Finland, France, Germany, Netherlands, Spain, Switzerland and the US).

Counterparty credit quality is assessed and monitored with reference to: Credit Ratings (Council's minimum long-term counterparty rating of A+ across all three rating agencies, Fitch, S&P and Moody's); Credit Default Swaps; GDP of the country in which the institution operates; the country's net debt as a Percentage of GDP; Sovereign Support Mechanisms /potential support from a well-resourced parent institution; Share Price.

- Bonds issued by Multilateral Development Banks, such as the European Investment Bank

**Semi-Annual Treasury Report 2010/11**

- Pooled funds (collective investment schemes) meeting the criteria in SI 2004 No 534 and subsequent amendments.

**Credit Risk**

Counterparty credit quality has progressively strengthened/been maintained through the first half of the year, as can be demonstrated by the Credit Score Analysis summarised below:

<b>Date</b>	<b>Value Weighted Average – Credit Risk Score</b>	<b>Value Weighted Average – Credit Rating</b>	<b>Time Weighted Average – Credit Risk Score</b>	<b>Time Weighted Average – Credit Rating</b>
<b>31/03/2010</b>	4.3	AA-	5.9	A
<b>30/06/2010</b>	4.2	AA-	5.2	A+

**Scoring:**

-Value weighted average reflects the credit quality of investments according to the size of the deposit

-Time weighted average reflects the credit quality of investments according to the maturity of the deposit

-AAA = highest credit quality = 1

-D = lowest credit quality = 15

-Aim = A+ or higher credit rating, with a score of 5 or lower, to reflect current investment approach with main focus on security

**Counterparty Update**

- Following the challenging economic conditions facing Spain, the fiscal challenges ahead for the country, concerns over the effect of rising debt funding costs, and the downgrade of Spain's sovereign rating to AA by Standard and Poor's, the Council has suspended deposits with Spanish banks in Q1 2010 (BBVA and Banco Santander).
- Deposits with Santander UK Plc (a wholly owned subsidiary of Banco Santander) were initially restricted to one month during Q1. Within Q2 investor nervousness following the 'PIIGS' sovereign crisis in Q1 abated. There was an improvement in Banco Santander's creditworthiness indicators (share price and CDS) and therefore a prudent increase in the maturity limit for Santander UK plc to six months was warranted.

The Council's budgeted investment income for the year has been estimated at £87k. The UK Bank Rate has been maintained at 0.5% since March 2009. Short-term money market rates have remained at very low levels. New deposits for periods up to one year have been made at an average rate of 0.5%. The Council anticipates an investment outturn of £87k for the whole year.

**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.

**Semi-Annual Treasury Report 2010/11**

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

	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
Central case	0.50	0.50	0.50	0.75	1.00	1.25	1.50	2.00	2.50	2.75
Downside risk	-	-	-	- 0.25	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50	- 0.50

- The recovery in growth is likely to be slow, uneven and more “Square root” than “V” shaped.
- The path of base rates reflects the fragility of the recovery 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.
- Gilts will remain volatile as the growth versus headline inflation debate escalates.
- The negative outlook (S&P) for the UK will remain until the plans to cut the deficit have been formulated in the CSR.

## 5. **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 taking in relation to investment activity with priority being given to security and liquidity over yield.

## 6. **Other Information**

- **CLG Investment Guidance** – The revised guidance came into effect on 1<sup>st</sup> April 2010. The guidance reiterated the need to focus on security and liquidity, rather than yield. It also recommended that strategies include details of assessing credit risk, reasons for borrowing in advance of need and the use of treasury advisers. *The Council has incorporated the changes into its Treasury Strategy, Practices and Procedures.*
- **PWLB Intraday Rate Setting** – On 26<sup>th</sup> April 2010 the PWLB introduced twice daily rate settings at 9:30 and 12:30. It is intended that the intra-daily re-sets should result in a reduction in the differential between the borrowing premature redemption rates. This was set out in Circular 143. It was also announced that the DMO/PWLB plans to increase the number of regular intra-daily re-sets to three times a day in the near future. A further announcement on this is expected in due course.

**Semi-Annual Treasury Report 2010/11****Appendix****Capital Financing Requirement**

Estimates of the Council's cumulative maximum external borrowing requirement for 2010/11 to 2012/13 are shown in the table below:

	<b>31/3/2010 Actual £000s</b>	<b>31/3/2011 Estimate £000s</b>	<b>31/3/2012 Estimate £000s</b>	<b>31/3/2013 Estimate £000s</b>
Capital Financing Requirement	0	0	0	0
<b>Cumulative Maximum External Borrowing Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

In the revised Prudential Code (November 2009), it states 'Where there is a significant difference between the net and gross borrowing position the risks and benefits associated with this strategy should be clearly stated in the annual strategy.'

**Balances and Reserves**

Estimates of the Council's level of Balances and Reserves for 2010/11 to 2012/13 are as follows:

	<b>31/3/2010 Actual £000s</b>	<b>31/3/2011 Estimate £000s</b>	<b>31/3/2012 Estimate £000s</b>	<b>31/3/2013 Estimate £000s</b>
Balances and Reserves	7.863	3.751	2.617	2.118

**Prudential Indicator Compliance****(a) Authorised Limit and Operational Boundary for External Debt**

- The Local Government Act 2003 requires the Council to set an Affordable Borrowing Limit, irrespective of their indebted status. This is a statutory limit which should not be breached.
- The Council's Affordable Borrowing Limit was set at £6.5m for 2010/11.
- The Operational Boundary is based on the same estimates as the Authorised Limit but reflects the most likely, prudent but not worst case scenario without the additional headroom included within the Authorised Limit.
- The Operational Boundary for 2010/11 was set at £5.5m.
- The Executive Director of Finance and Resources confirms that there were no breaches to the Authorised Limit and the Operational Boundary during the period to 30/09/10.

**(b) Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure**

- These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.
- The upper limit for variable rate exposure allows for the use of variable rate debt to offset exposure to changes in short-term rates on our portfolio of investments.

**Semi-Annual Treasury Report 2010/11**

	Limits for 2010/11
<b>Upper Limit for Fixed Rate Exposure</b>	100%
Compliance with Limits:	Yes
<b>Upper Limit for Variable Rate Exposure</b>	100%
Compliance with Limits:	Yes

**(c) Maturity Structure of Fixed Rate Borrowing**

- This indicator is to limit large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates.

Maturity Structure of Fixed Rate Borrowing	Upper Limit %	Lower Limit %	Actual Fixed Rate Borrowing as at 30/09/10	% Fixed Rate Borrowing as at 30/09/10	Compliance with Set Limits?
under 12 months	100%	0%	0	0	Yes
12 months and within 24 months	100%	0%	0	0	Yes
24 months and within 5 years	100%	0%	0	0	Yes
5 years and above	100%	0%	0	0	Yes

**(d) Total principal sums invested for periods longer than 364 days**

- This indicator allows the Council to manage the risk inherent in investments longer than 364 days.
- The limit for 2010/11 was set at £2.0m.
- One investment has been made for a period greater than 364 days during this period. The Council have placed £1m in a one year deposit.

**Money Market Data and PWLB Rates**

*The average, low and high rates correspond to the rates during the financial year and rather than those in the tables below*

**Bank Rate, Money Market Rates**

Date	Bank Rate	O/N LIBID	7-day LIBID	1-month LIBID	3-month LIBID	6-month LIBID	12-month LIBID	2-yr SWAP Bid	3-yr SWAP Bid	5-yr SWAP Bid
01/04/2010	0.50	0.35	0.35	0.42	0.51	0.81	1.26	1.54	2.07	2.82
30/04/2010	0.50	0.30	0.30	0.43	0.53	0.83	1.29	1.70	2.23	2.95
31/05/2010	0.50	0.45	0.50	0.61	0.60	0.85	1.35	1.46	1.89	2.58
30/06/2010	0.50	0.35	0.35	0.45	0.61	0.94	1.38	1.40	1.79	2.42
31/07/2010	0.50	0.40	0.40	0.50	0.71	1.01	1.46	1.36	1.75	2.39



**Semi-Annual Treasury Report 2010/11**

<b>31/08/2010</b>	0.50	0.40	0.55	0.50	0.71	1.00	1.45	1.20	1.47	2.02
<b>30/09/2009</b>	0.50									
Minimum	0.50	0.30	0.30	0.42	0.51	0.81	1.26	1.20	1.47	2.02
<b>Average</b>	<b>0.50</b>	<b>0.38</b>	<b>0.43</b>	<b>0.49</b>	<b>0.63</b>	<b>0.92</b>	<b>1.38</b>	<b>1.41</b>	<b>1.82</b>	<b>2.46</b>
Maximum	0.50	0.45	0.55	0.61	0.71	1.01	1.46	1.70	2.23	2.95
Spread		0.15	0.25	0.19	0.20	0.20	0.20	0.50	0.77	0.94

**PWLB Borrowing Rates – Fixed Rate, Maturity Loans**

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2010	064/10	0.81	2.84	4.14	4.21	4.60	4.61	4.63
30/04/2010 09:15	088/10	0.85	2.86	4.13	4.20	4.60	4.60	4.59
30/04/2010 12:15	089/10	0.85	2.86	4.13	4.20	4.61	4.61	4.60
28/05/2010 09:16	126/10	0.72	2.45	3.75	3.82	4.35	4.36	4.36
28/05/2010 12:15	127/10	0.73	2.46	3.76	3.83	4.36	4.38	4.38
30/06/2010 09:17	170/10	0.70	2.3	3.57	3.65	4.26	4.32	4.32
30/06/2010 12:16	171/10	0.67	2.27	3.54	3.62	4.22	4.28	4.27
30/07/2010 09:15	216/10	0.71	2.32	3.58	3.65	4.35	4.43	4.43
30/07/2010 12:16	217/10	0.70	2.29	3.55	3.62	4.32	4.41	4.40
31/08/2010 09:16	258/10	0.64	1.84	3.06	3.14	3.83	3.94	3.95
31/08/2010 12:15	259/10	0.63	1.84	3.05	3.13	3.82	3.93	3.93
30/09/2010 09:15	302/10	0.64	1.88	3.14	3.22	3.86	3.99	4.02
	Low	0.63	1.84	3.05	3.13	3.82	3.93	3.93
	<b>Average</b>	<b>0.72</b>	<b>2.35</b>	<b>3.62</b>	<b>3.69</b>	<b>4.27</b>	<b>4.32</b>	<b>4.32</b>
	High	0.85	2.86	4.14	4.21	4.61	4.61	4.63

**PWLB Repayment Rates - Fixed Rate, Maturity Loans**

Change Date	Notice No	1 year	4½-5 yrs	9½-10 yrs	19½-20 yrs	29½-30 yrs	39½-40 yrs	49½-50 yrs
01/04/2010	064/10	0.56	2.38	3.82	4.35	4.36	4.26	4.19
30/04/2010 09:15	088/10	0.62	2.43	3.83	4.37	4.37	4.32	4.29
30/04/2010 12:15	089/10	0.62	2.43	3.83	4.37	4.38	4.33	4.30
28/05/2010 09:16	126/10	0.49	2.02	3.43	4.11	4.13	4.09	4.08
28/05/2010 12:15	127/10	0.50	2.04	3.44	4.12	4.15	4.11	4.10
30/06/2010 09:17	170/10	0.47	1.89	3.26	4.02	4.09	4.05	4.02
30/06/2010	171/10	0.44	1.86	3.23	3.98	4.05	4.00	3.97

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12:16									
30/07/2010 09:15	216/10	0.48	1.91	3.26	4.11	4.20	4.15	4.12	
30/07/2010 12:16	217/10	0.47	1.88	3.23	4.08	4.18	4.13	4.10	
31/08/2010 09:16	258/10	0.41	1.46	2.74	3.58	3.71	3.67	3.63	
31/08/2010 12:15	259/10	0.40	1.45	2.73	3.57	3.70	3.66	3.62	
30/09/2010 09:15	302/10	0.41	1.48	2.82	3.62	3.76	3.75	3.72	
	Low	0.40	1.45	2.73	3.57	3.70	3.66	3.62	
	<b>Average</b>	<b>0.49</b>	<b>1.94</b>	<b>3.30</b>	<b>4.02</b>	<b>4.09</b>	<b>4.04</b>	<b>4.01</b>	
	High	0.62	2.43	3.83	4.37	4.38	4.33	4.30	

**PWLB Variable Rates**

	<b>1-M Rate</b>	<b>3-M Rate</b>	<b>6-M Rate</b>
<b>01-Apr-2010</b>	0.6500	0.6500	0.7000
<b>30-Apr-2010</b>	0.6500	0.6500	0.7000
<b>28-May-2010</b>	0.6500	0.6500	0.7000
<b>30-Jun-2010</b>	0.6500	0.7000	0.7000
<b>30-Jul-2010</b>	0.6500	0.7000	0.7000
<b>31-Aug-2010</b>	0.6500	0.6500	0.7000
<b>30-Sep-2010</b>	0.6500	0.7000	0.7000
Minimum	0.6500	0.6500	0.7000
<b>Average</b>	<b>0.6500</b>	<b>0.6714</b>	<b>0.7000</b>
Maximum	0.6500	0.7000	0.7000

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

15 NOVEMBER 2010

#### ANNUAL REPORT 2009/2010

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Key Decision	

#### 1. SUMMARY

- 1.1 The Annual Report contains information on the Council's performance and finances during 2009/2010. A plain text version is attached at Appendix 1 and the 'internet style' version was published on the internet in October 2010.

#### 2. RECOMMENDATION

- 2.1 It is recommended that the Board considers the 2009/2010 Annual Report.

#### 3. BACKGROUND

- 3.1 The Council use to have a statutory duty to publish a Best Value Performance Plan that summarised the Council's performance in the previous year. This had to be published by 30 June each year. This duty has now been abolished and the Council is free to publish performance information as it sees fit. The Council has looked at other councils styles and felt that a more "glossy" news style is more appropriate. To save money we are only publishing the report on the Internet.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 None.

#### 5. LEGAL IMPLICATIONS

- 5.1 None.

#### 6. COUNCIL OBJECTIVES AND PRIORITIES

- 6.1 The report sets out the Council's performance against all the objectives.

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

7.1 None.

**8. CUSTOMER IMPLICATIONS**

8.1. None.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There are no direct recommendations on equalities and diversity, however, the report identifies that age, linked to disability are a key demographic facing the District.

**10. VALUE FOR MONEY IMPLICATIONS**

10.1 The report supports value for money by providing the public with information on our finances and performance.

**11. CLIMATE CHANGE AND CARBON IMPLICATIONS**

11.1 The report provides information on the Council's progress on its climate change priority.

**12. OTHER IMPLICATIONS**

Procurement Issues: None.
Personnel: None.
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None.
Policy: None.
Biodiversity: The report identifies the need for an increased focus on climate change.

**13. OTHERS CONSULTED ON THE REPORT**

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

Portfolio Holder	Annual Report
------------------	---------------

	agreed with Leader.
Chief Executive	Via e-mail.
Executive Director and Deputy Chief Executive	No.
Executive Director – Finance and Resources	Via e-mail.
Executive Director – Regeneration and Planning	No.
Director of Policy, Performance and Partnerships	Yes.
Head of Service	No.
Head of Legal, Equalities & Democratic Services	No.
Head of Finance and Resources	No.
Corporate Procurement Team	No.

**14. WARDS AFFECTED**

All Wards

**15. APPENDICES**

Appendix 1- Bromsgrove Position Statement, September 2010

**16. BACKGROUND PAPERS**

Annual Report 2008/2009

**CONTACT OFFICER**

Name: Hugh Bennett  
E Mail: h.bennett@bromsgrove.gov.uk  
Tel: (01527) 881202.

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## **Annual Report 2009-10, plain text version**

[This is a plain text version of Bromsgrove District Council's Annual Report for 2009-10 - click here for the full published version.](#)

### **Building on our success**

In many respects 2009-10 was a tough year for all of us, caught in the midst of a national recession. And yet it was also the year we really started to build on our success and see the benefits of the last few years of wholesale improvement at the District Council.

It is now over a year since we waved goodbye to our reputation as a “poor” performing authority, and it is not difficult to see why.

Our services to the District cost over £1.5m less to run this year than last. We are pleased to see the tough decisions we have taken providing better value for money across the authority, especially as this allowed us to keep our Council Tax rise to a below-inflation 2.5%.

And 2009-10 also saw some significant service improvements. Better, more widespread waste and recycling collections enabled an excellent 37% of our residents’ waste to be recycled, a new community transport service benefitted residents with impaired mobility and we made key mortgage advice and support available to homeowners affected by the recession.

We also worked in even closer partnerships with other authorities and agencies.

We believe more co-operation helps provide better services and also puts those services in a stronger position to deal with the public spending cuts we know are coming. Recent reports naming Bromsgrove as the West Midlands’ sixth most well-equipped area to cope with the cuts were also welcome news. The next few years are not going to be easy, and will require a lot of hard work, but as we keep saying “no change is not an option”.

We hope that this report demonstrates the work towards our clear objectives of Regeneration, Improvement, One Community and the Environment - and here’s to an even better year next year!

**Roger Hollingworth**

**Kevin Dicks**

### **Contents**

1. About us
2. How the Council works
3. Working Together
4. Top stories of 2009-10

5. Performance
5. i. Regeneration
5. ii. Improvement
5. iii. One Community
5. iv. Environment
5. v. Finances
6. The future

## **1. About us**

The 84 mostly green belt rural square miles of Bromsgrove are home to 92,000 residents. The District is a mixture of urban and rural communities, with a third of the population based in Bromsgrove town and other population clusters in Hagley, Rubery and Wythall.

More residents of Bromsgrove are aged over 60 than is the average in Worcestershire, and the population is known to be ageing. Over a quarter of the District's 39,000 households are single older person households. In particular, older people account for a lot of Bromsgrove town centre's population.

Younger people tend to live in the District's larger population centres rather than the rural areas. Around 45% of our working population commutes out of the District towards the Birmingham area. The number of households with one or more person identified as having special needs, primarily physical disability or frail elderly, is significantly above the national average.

### **Vision**

Working together to build a District where people are proud to live and work, through community leadership and excellent services.

### **Objectives and Priorities**

- Regeneration: economic development and Bromsgrove town centre.
- Improvement: providing value for money.
- One community: working for one community and meeting housing needs.
- Environment: climate change.

The District Council is based in Bromsgrove town and includes the Worcestershire Hub Customer Service Centre on School Drive for residents to access services, the Aston Fields Depot, and our main offices at The Council House.

All our strategy and decision-making is based on our four stated objectives. Priorities are laid out to give firm direction to service planning and working towards our objectives. You will notice the objectives and priorities running throughout this report.



## 2. How the Council works

Decisions that shape local services in Bromsgrove District are made by our elected District Council Members supported by the Senior Management Team. The political decision-making structure is as follows:

### The Council

The 23 wards of Bromsgrove District are represented on the Council by 39 councillors: 26 Conservative, 6 Independents and Wythall Residents' Association Coalition, 6 Labour, and one unaffiliated councillor.

### Governance

We work under a Leader and Executive Cabinet form of governance – with the full Council of 39 Members having the final say on matters of strategic policy, budget and Council tax.

### Executive Cabinet

All our services are grouped into seven portfolios with a Cabinet Member responsible for implementing the Council's policy in each portfolio, with the Cabinet chaired by Council Leader Roger Hollingworth.

- Portfolio Holder for Policy, Performance, Partnerships and Economic Development: Roger Hollingworth (Leader and Cabinet Chairman)
- Resources: Geoff Denaro (Deputy Leader and Deputy Cabinet Chairman)
- Business Transformation: Del Booth J.P.
- Planning and Regeneration: Jill Dyer M.B.E.
- Older People, the Young and Vulnerable People: Margaret Sherrey J.P.
- Community Cohesion and Engagement: Roger Smith
- Community Services: Mike Webb
- Regulatory Services and Affordable Housing: Peter Whittaker.

The Cabinet works to a four-month Forward Plan that outlines key upcoming decisions, and the decisions of the Cabinet are examined by the Overview and Scrutiny Committees.

### Overview and Scrutiny (O&S)

O&S scrutinises decisions or actions taken and, where necessary, sets up task groups to examine particular decisions or services in detail. It takes a post-decision role and therefore concentrates on current practices and decisions already taken by the Cabinet.

## 3. Working Together

Whether it is through shared services with other Councils, partnerships or joint working with other agencies, outsourcing can provide better value for money

for our residents. This works both ways – some services we outsource, and some we provide for other authorities.

Key relationships include:

### **Redditch Borough Council**

We share a single management team with Redditch as well as a range of back office and operational services (more on the Shared Services project later).

### **Worcestershire Regulatory Services**

We host the County's single shared service for regulatory services, which includes the environmental health, licensing and trading standards services of all seven local Councils in Worcestershire.

### **Wychavon Leisure**

The Dolphin Centre is run by this charitable trust on our behalf.

### **Bromsgrove District Housing Trust**

The housing trust took over the management and administration of the District's former housing stock in 2004 and supports our strategic objectives.

### **Age Concern**

Age Concern runs Amphlett Memorial Hall on our behalf, providing services to older residents.

### **The Bromsgrove Partnership**

We are part of a local strategic partnership of public, business and voluntary sector organisations aiming to "make Bromsgrove District a better place to live, work and visit by driving forward positive change". Priorities include the regeneration of Bromsgrove town centre, development of the new train station, crime, housing, employment, the environment, and health and well-being.

### **Artrix**

Managed by a charitable trust, we provide Bromsgrove's 300-seat arts centre with £120k a year and work together to help provide arts and culture in the area.

## **Services**

We do more than just empty bins! Here are some of the services we provide:

- CCTV
- Community safety and neighbourhood wardens
- Economic development and the Town Centre partnership
- Electoral services
- Housing needs and homelessness

- Licensing services including taxis, street traders, pubs, and hairdressers
- Parks and grounds maintenance
- Planning and building control for new houses, extensions, listed properties etc.
- Public car parks
- Regulatory services including noise, fly-tipping, pollution, and food safety
- Sports and leisure services
- Street cleaning and dealing with litter and graffiti
- Tourist information
- And we also collect all the Council Tax for Worcestershire County Council, the emergency services and Parish Councils. 13% of it goes to us.

#### **4. Top stories of 2009-10**

Against a backdrop of national economic downturn and recession, Bromsgrove District Council continued its journey of improving services to residents. Here are just a few stories that helped make 2009-10 a year to remember.

- Mortgage Rescue scheme helps out homeowners at risk of repossession.
- Numbers soar at refurbished Fit 4 All gym at Bromsgrove's Dolphin Centre.
- The TRUNK multi agency drop-in centre opens in Charford.
- Over 4,000 attend local youth opportunities showcase High 5.
- Regional and national awards success for sports projects.
- District Street Theatre events thronged with revellers in 15th year.
- Formal Shared Services agreement reached with Redditch Borough Council.
- Council tax rise kept to 2.5%.
- Standards for England national report highlights good practice on Members' democratic standards.
- New Multi Use Games Area opens in Sanders Park and new BMX track opens in Rubery.
- Local firms flock to Fit 4 Biz business support seminar.
- Total overhaul of [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk) brings more to residents.
- New green-bin co-mingled recycling and brown-bin garden waste collection services launched.
- Success in getting housing allocation increased to 4,000 and resisting most green belt encroachment.
- New facilities crowned "best in England"
- BURT community transport launched
- Building a better Bromsgrove Street market now the biggest in Worcestershire
- Sanders Park earns the Green Flag.

## **5. Performance**

Over the next section we have set out some of the results brought about by our work towards the priority areas based on our four stated objectives: Regeneration, Improvement, One Community and Environment. Overall, performance in 2009-10 continued on the trajectory of 2008-9 by demonstrating a good direction of travel.

“Key priorities... have been refined and now better reflect customer, stakeholder and staff ambitions. Improved management of performance and service delivery is securing improvement in services.” Comprehensive Performance Assessment, Audit Commission 2009.

### **5. i. Regeneration**

#### **Bromsgrove town centre**

Our town centre partnership with Worcestershire County Council and other local agencies resulted in a lot of work taking place in the town in 2009-10. Revamped bus station shelters, lighting, landscaping, departures board.

- New toilet facilities, including a high dependency unit, officially the British Toilet Association’s Best Public Toilets in England 2009.
- Worcestershire’s largest regular street market three days a week.
- Multi-agency health centre on the Stourbridge Road confirmed and begun.
- Significant development opportunity created with removal of redundant market hall.
- £20,000 scheme to assist landlords to renovate historic shop fronts.
- Scheme to assist landlords convert town centre empty space into town centre living space.
- Site identified for new ‘blue light’ emergency services complex.

#### **Boosting new business in Bromsgrove**

Our eighth annual Bromsgrove Business Showcase brought together businesses people and key stakeholders in a promotion of local enterprise. At the showcase two more young local businesses, which were given a leg up by our Business Start-up Programme, celebrated breaking the million-pound turnover mark in 2009-10.

With 48 new businesses given help to start up in 2009-10 we have kick-started over 300 new businesses in nine years, with five going on to break £1m turnover and with 75% surviving at least 18 months. This is estimated to have created over 750 jobs in the District.

#### **Regeneration: Equality of access**

Access to Bromsgrove town centre was improved with a new “tactile” map of the town for the visually impaired, the opening of the town’s Changing Places high dependency toilet facilities, and the BURT community transport service.

## **Regeneration: Aiding local business**

To help businesses during the recession we shortened the time taken to process and pay suppliers' invoices by two thirds, from 30 days to 10 days - and successfully paid 83% of all invoices within 10 days (98% within 30 days).

## **5. ii. Improvement**

### **Value for money**

Continuing our strong focus on improving value for money into 2009-10, we saw a second year of significantly improved efficiency while maintaining or improving service levels.

### **Shared Services**

The Shared Services project with Redditch Borough Council began to properly take shape in 2009-10. The creation of a single management team for both Councils significantly reduced management costs, and some services became fully shared services, including the first shared electoral service in the country:

- Payroll
- Procurement
- Community Safety
- Electoral Services
- CCTV Services.

We are now looking at all our services to assess the benefits of sharing with Redditch. With government funding expected to fall by no less than 5% per year for the next three years, we feel that pooling resources to achieve greater efficiency and value for money is an innovative alternative to making sharp cuts to service budgets - and authorities across the country are now looking at our example.

The Worcestershire Regulatory Services (WRS) shared service was also brought into being in 2009-10. Hosted by Bromsgrove and Redditch, WRS brings the County Council's Trading Standards service and all seven Districts' Environmental Health and Licensing services into one single service for Worcestershire, reducing the cost of providing the essential services by £1.3m.

### **Improvement: Customers serviced**

95% of residents contacting us in 2009-10 resolved their query without any additional time or administration at first point of contact. 85% of all incoming calls to BDC were answered in an average of 20 seconds.

### **Improvement: Helping staff to work**

Around £40,000 was saved as a corporate drive to improve employee health and wellbeing saw 4,000 hours worked that were lost to sickness last year.

### **Improvement: Desired result, fewer resources**

The cost of our services fell by £759,000 in 2009-10 without reducing their effectiveness. On top of £2.6m saved in 2008-09, two year efficiency savings in Bromsgrove equal £94 per band D dwelling – 50% more than the national average saving of £63.

### **Improvement: Complaints well down**

The continued improvement to quality of service saw total complaints fall 26 per cent on last year.

## **5. iii. One Community**

### **Engaging with the community**

We know from the results of the 2008 Place Survey that over one in four (27%) of our residents would like to be more involved in the decisions that affect their local area, and that fewer than one in seven (15%) actually felt involved that year. We therefore carried out an increasing range of engagement activities, especially as we geared up for our Democracy Year 2010-11 campaign – more on that later.

### **Budget Jury**

The Budget Jury brings residents together with officers and Members to study our spending in genuine detail, in order to have their say on which areas they feel we should be prioritising.

First the group learns the reality of how we operate and which areas are mandatory or statutory services. Then their final opinions are sent to our Executive Cabinet, and finally the jurors are invited back to the budget-setting meeting of the Council to see the actual decisions first hand.

Our portfolio holder says: “Councils are required by law to provide a host of services with a limited and shrinking pot of cash, so it is important that we invest the funds we do have in areas people feel are important - and our Budget Jury is a powerful way to find out what a group of informed residents would decide to do.” Cllr Geoff Denaro

### **Udecide**

Udecide was our way of getting young people genuinely involved with the allocation of funding from the County Council’s Funding Lots Of Super Stuff (FLOSS) scheme. We supported young people to bid for funding to a panel of peers, which then drew up a shortlist of bids to put to a vote to decide which bids got what from the £50,000 FLOSS funding!

Our portfolio holder says: “It was fantastic to see young people coming together from all walks of life to have their say and vote on projects that directly affect them. Their enthusiasm made the day a big success.” Cllr Margaret Sherrey.

### **BURT (Bromsgrove Urban and Rural Transport)**

Our mobility impaired residents have quickly made good use of their community transport service launched in September 2009. BURT not only

gets people from A to B, but also helps them to access services they may have otherwise been unable to access. BURT made 1,010 journeys in its first seven months from September to March last year, and in that time 267 new users registered for the service.

“There was a lady just before Christmas that hadn’t been out of the house for eight months. Hadn’t seen a soul. What we did was bring her into town, she did a bit of shopping and it made her day. Job satisfaction, that’s what I call it.” Mick Booth, BURT driver.

“I want to see a better quality of life for people who’ve got disabilities – and BURT is actually getting people with disabilities out into the community. It’s been such a help to so many of my friends. It’s made a difference to people’s lives.” Mary Collett, Bromsgrove Disabled Access Group.

### **Housing - regional centre of excellence**

We were very proud to spend 2009-10 as the Department of Communities and Local Government’s (DCLG) regional centre of excellence for youth homelessness. This was in recognition of work in partnership with the Bromsgrove Youth Homelessness Forum and bdht to combat youth homelessness in our District.

“You’ve been one of the most active centres and made a fantastic contribution.” DCLG.

### **Mortgage Rescue**

After a marked increase in enquiries from home owners worried about financial security during the recession in early 2009, we funded a Mortgage Rescue Advisor for our local Citizens’ Advice Bureau. The specialist advisor helped over a hundred people that felt their homes were at risk with benefit entitlements, drafting letters to lenders, budgeting and financial advice and guidance for access to the Government’s Mortgage Rescue scheme.

Our portfolio holder said: “There isn’t a day when I don’t wake up and feel privileged to have my own home. In 2008 we recognised some very difficult times ahead for many home owners and looked to provide help in a number of ways.” Cllr Peter Whittaker.

### **One community: Crime down**

401 fewer offences were committed in Bromsgrove District in 2009-10 than the previous year, a drop of 7%, and the agencies of the Bromsgrove Community Safety Partnership are continuing their combined efforts into 2010-11.

### **One community: Arts events popular**

Our local arts events (such as those found in Shindig – live arts on your doorstep) were attended by around 24,000 people in 2009-10. This excludes events at the part Council-funded Artrix theatre.

### **One community: Helping homelessness**

We assisted 14 local households facing homelessness into temporary accommodation in 2009-10. Despite pressures on the housing market, initiatives such as a housing options early preventative scheme with bdht and domestic violence safehouses in Bromsgrove helped prevent homelessness.

### **One community: Housing**

More affordable homes 88 new affordable homes were built in Bromsgrove District in 2009-10, 8 above our target of 80 homes.

### **One community: sport and active recreation**

Developing sport and active recreation Our sports and active recreation events were attended by over 30,000 people in 2009-10, smashing the year's target by almost 8,000 people – or over 35%.

## **5. iv. Environment**

We made large scale improvements to our waste and recycling services in 2009-10. The improvements, particularly changes to allow use of the new Envirosort waste processing facility near Worcester, enabled our residents to reduce, re-use or recycle record levels of their waste.

- Universal introduction of wheeled recycling bins across the District
- Simpler “co-mingled” single bin service
- More types of waste material able to be recycled
- New collection vehicles able to access narrower roads
- Over 1,500 more households on recycling collections (including new large communal recycling bins)

2009-10 also saw us employ a Climate Change Manager to carry out work on this priority and to produce our first ever corporate Climate Change Strategy. The strategy, which we are due to adopt in late 2010, will bring climate change to the forefront of our decision making process.

### **Environment: Greener fleet**

600 fewer tons of carbon was emitted to the atmosphere from our waste and recycling fleet as a result of upgrades to more efficient vehicles in 2009-10, a drop of 7% on the previous year's fleet emissions.

### **Environment: Facing the emissions challenge**

Our overall emissions actually went up in 2009-10, mostly due to issues with outdated and unsuitable buildings. We recognise the issue and are working on it.

### **Environment: Reduce, re-use, recycle**

37% of all residents' household waste was re-used, recycled or composted in 2009-10, well over our target of 30%.

## **5. v. Finances**



## **How our services are paid for**

A tough financial climate in 2009-10 saw our investment income fall, but this was more than offset by improved efficiency that saw our spending on all services come in £459k or almost 3% better than budgeted.

## **Lowest risk investments**

Investment incomes fell not only due to reduced interest rates but also because in 2009's deeply uncertain financial climate we felt our invested money should be as safe as possible. Naturally, the safer lower-risk investments yielded lower returns.

## **Income**

The income required to run our services came from Government grants (40%) and local taxpayers (56%), with the rest from investments and other sources. Our total income was £11.8m.

With the Council Tax rise kept to 2.5% the average Council tax bill for a band D property in 2009-10 was £1,447.06, of which 12.85% or £188.15 came to us – that's £3.62 per week.

## **Capital projects**

We spent £5.6m investing in our assets in 2009-10. We worked with Registered Social Landlords to invest £0.3m in the provision of affordable housing in the District, and put £0.65m towards disabled facilities grants to enable the disabled to continue living at home. Other projects included:

- £1.7m on replacement fleet vehicles and co-mingled waste collection service
- £2.5m including monies carried over from 2008-9 for improved infrastructure to enhance our service provision
- Town centre regeneration projects.

## **6. The future**

One of our biggest challenges for the next few years will be to minimise the effect on residents of the combination of a recovering national economy and significant cuts to spending in the public sector. Through the shared services project with Redditch Borough Council and the business transformation project that runs alongside it, we will continue on our path to turn the District Council into a leaner, more efficient authority. We expect to assess all of our services on this basis in 2010-11.

## **Democracy Year 2010-11**

We are kickstarting a year-long campaign for a stronger, better local democracy in 2010-11 after recommendations from a Scrutiny exercise. With improved processes, more projects and engagement activities and a consistent thread through all our promotional work throughout the year, we aim to enhance community involvement in the democratic process.

Our Leader says: "A vibrant healthy local democracy is more important than ever - and we are prepared to take the lead on working with partners and the community to achieve this. I hope we can create increased interest, debate and ultimately turnout at the polling booths." Cllr Roger Hollingworth.

*With our commitment to the environment in mind, this report is not being printed. Please do not print it unless you have to. A plain text version is also available on [www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk).*

*Please contact us on 01527 881288 or [media@bromsgrove.gov.uk](mailto:media@bromsgrove.gov.uk) with requests for accessible formats.*

## BROMSGROVE DISTRICT COUNCIL

### **PERFORMANCE MANAGEMENT BOARD**

15th November 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**

**15th November 2010**

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### **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**

15th November 2010

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### **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 requested a lessons learnt report on the new waste recycling arrangements, which came 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**

**15th November 2010**

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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

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

<b>Date</b>	<b>Agenda Item</b>
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>Employee Survey Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Annual Financial and Performance Report 2009/2010.</p> <p>Work Programme.</p>
Nov 10	<p>Quarter 2 10/11 Integrated Finance &amp; Performance Report.</p> <p>Sundry Debtors Report</p> <p>Shared Services Highlight Report</p> <p>Housing and Homelessness Presentation</p> <p>Annual Financial and Performance Report 2009/2010</p> <p>PMB Work Programme.</p>
Dec 10	<p>Shared Services Highlight Report</p> <p>Community Strategy Annual Report</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Jan 11	<p>Shared Services Highlight Report</p> <p>PMB Work Programme.</p>



Feb 11	<p>Quarter 3 10/11 Integrated Finance &amp; Performance report.</p> <p>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>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

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