



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

FRIDAY, 16TH FEBRUARY, 2007 AT 2.00 PM

THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

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

AGENDA

1. Apologies
2. Minutes (Pages 1 - 4)
3. Integrated Financial/Performance Management Report - Quarter 3 2006-07 (Pages 5 - 54)
4. Comprehensive Performance Assessment - Self Assessment January 2007 (Pages 55 - 88)
5. Improvement Plan: Exception Report - December 2006 Update (Pages 89 - 104)
6. Date of next Meeting

Members are reminded that the date of the next meeting of the Board has been moved from Friday 16th to Friday 23rd March 2007.

K DICKS
Acting Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

7th February 2007.

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Agenda Item 2

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

FRIDAY, 19TH JANUARY, 2007

PRESENT: Councillors J. A. Ruck (Vice-Chairman, in the Chair), Miss D. H. Campbell JP and Mrs. J. D. Luck

Observers: Councillors Mrs. J. Dyer M. B. E. and Mrs. M. A. Sherrey JP

Officers: Mr. H. Bennett and Mr. A. Jessop

62/06 APOLOGIES

Apologies for absence were received from the Chairman, Councillor P.M. McDonald, and Councillor Mrs. S.J. Baxter.

63/06 MINUTES

The Minutes of the Meeting of the Board held on 15th December 2006, were submitted.

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

64/06 PERFORMANCE INDICATORS - NOVEMBER UPDATE

A report incorporating a summary (Appendix 1), together with a full list (Appendix 2) of the Council's Performance Indicators as at November 2006, was submitted, and the following issues were highlighted and **AGREED**

Indicator BV78a (Average no. of days taken for processing new Benefit Claims)

Head of Financial Services to attend the March meeting of the Board to explain the reasons for the variance in the monthly figures

Indicator BV127a (Number of violent crimes per 1,000 population)

Members requested that an update be included in next months report from the Community Safety Officer on recent criminal activities referred to at the last PACT meeting within the Beoley area of the District

Indicator BV170c (Number of pupils visiting Museums & Galleries in organised School Groups)

That the Executive Cabinet be informed that it is the opinion of this Board that, if the Museum were to remain open, in an endeavour to increase its usage, efforts be made to encourage more schools to visit

Indicator BV199b (Proportion of land and highways assessed as having unacceptable levels of visible graffiti)

Having identified a Health and Safety issue delaying the use of the graffiti-removing machine, Members asked for an update on this matter to be included in next months PI report

Indicator BV219a,b,c (Conservation Area details)

Head of Planning Services to be advised that figures for these indicators were requested (are currently blank), as were details of the Conservation Officer currently employed by the Council

Local Indicators - Top 45 (Number of Small Business Start-ups)

A number of questions/queries were raised regarding the information set out in the report in this regard and the Assistant Chief Executive confirmed that he would ask the appropriate officers to re-evaluate this item

Local Indicators – Top 45 (Dolphin Centre Usage)

Following a query on the apparent high usage of this facility, Members were assured that an explanation as to how this figure was arrived at would be included in next month's report

Local Indicators – Top 45 (Number of missed household waste collections)

It was noted by the Board that an update on this matter would be reported to the next meeting, including details of any corrective action taken

Notwithstanding the above issues, it was

RECOMMENDED

- (1) that the Board notes the corrective action being taken;
- (2) that the Board notes that 49% of indicators were improving or stable as at 30 November 2006 (72% if those indicators which cannot be reported on were omitted), which was a small decrease on last month's figures;
- (3) that the Board notes that 45% of indicators were achieving their targets at October 2006 (66% if those indicators which cannot be reported on were omitted), which was the same as last month;
- (4) that the Board note that the projected outturn position in relation to other authorities (by comparing projected outturn to the quartile positions) is an improvement over last year;
- (5) the Board notes and celebrates the successes as outlined in Sections 4.4 to 4.6 of the Report, sharing examples of good practice between Portfolio Holders and Heads of Service as appropriate; and
- (6) the Board notes the potential areas of concern as set out in Section 4.7 of the Report, and that Portfolio Holders work with Heads of Service to identify any significant issues and develop corrective action plans as necessary, insofar as is practical.

65/06 **IMPROVEMENT PLAN: EXCEPTION REPORT - NOVEMBER UPDATE**

Consideration was given to the report on the Improvement Plan for November 2006, together with the corrective action being taken, as set out in the Appendix to the report.

RECOMMENDED

- (1) that the revisions to the Improvement Plan Exception Report, together with the corrective action being taken, as now reported, be approved; and
- (2) that it be noted that 66.5% of the Improvement Plan was on target (green), 12.5% was one month behind (amber), and 9.5% was over one month behind (red).

The meeting closed at 3.30 pm

Chairman

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

16th FEBRUARY 2007

INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT 3RD QUARTER 2006/07

Responsible Portfolio Holder	Councillor Margaret Taylor
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive Jayne Pickering - Head of Financial Services

1. SUMMARY

- 1.1 This report is a development of the previous integrated finance and performance reports and aims to link objectives with service delivery and to report on the following:
- 1.1.1 the 3rd quarter results across a range of performance indicators that relate to service delivery and corporate priorities so that Members can easily identify how different areas of performance contribute to our overall strategy and
- 1.1.2 The interrelationship between our financial position in relation to both revenue and capital expenditure and operational performance and any associated action/improvement plans that may be required.

2 RECOMMENDATIONS

- 2.1 It is recommended that:
- 2.1 Members note that 52% of indicators are improving or stable as at 31 December 2006 (68% if we take out those indicators that cannot be reported on). This is a small increase on last month's figures and is the same as at quarter 2.
- 2.2 Members note that 47% of indicators are achieving their targets at December 2006 (61% if we take out those indicators that cannot be reported on), an improvement of 2 percentage points over November and a considerable improvement over the figure of 39% at quarter 2.
- 2.3 Members note that 70% of indicators are projected to out-turn on or above target at the year-end (75% if we take out those indicators that cannot be reported on), compared to 59% in November. This particular analysis was only introduced in October 2006, so comparison to quarter 2 is not possible.

- 2.4 Members note that the projected outturn position in relation to other authorities (by comparing projected outturn to the quartile positions) is a considerable improvement over last year.
- 2.5 Members note the potential areas for concern set out in 4.7 and considers the corrective action being taken
- 2.6 the current revenue financial underspend to budget of £331k be noted
- 2.7 the predicted revenue financial overspend of £65k be noted and Members to request Heads of Service to reduce the overspends where appropriate
- 2.8 the use of General Fund Revenue Balances and earmarked reserves be noted
- 2.9 The capital underspend of £1.098m against the Profiled Capital Budget to December 2006 be noted together with the progress made on capital schemes.

3 **BACKGROUND**

- 3.1 The key priorities for 2006/07 were used as the focus for the business and financial planning for this year. The current performance indicators and financial resources have been aligned to the delivery of these priorities. The monitoring of the improvements and achievements of the performance and finances contained within this report link with the priorities of:

- Healthy, caring and socially aware communities
- Clean, safe and attractive environment
- Protect and improve our environment and promote sustainable communities
- Foster and sustain a strong and expanding economy
- Provide sustainable culture and leisure opportunities
- To be an efficient and effective Council

4. **PERFORMANCE SUMMARY**

- 4.1 Appendix 1-8 contains the details for each service area delivered and the achievement of both performance and financial targets. Appendix 9 shows the monthly performance figures for each PI. In summary it can be seen that the monthly performance position is not significantly changed over November, with 57 PI's Improving or Stable (same as November) and 51 (52 in November) on target for the month. Five more PI's are declining (27 in total) compared to last month and 5 more (19) missed their monthly target by more than 10%. The number of PI's which can be reported on has increased by 5

- 4.2 Thirteen of the PI's (15%) have continued to improve in December having already improved in November. In addition 14 PI's have moved from a worsening position in November to an improving position in December.
- 4.3 Examples of considerable or continued improvement over the quarter include :-
- Improved performance on processing of planning applications has been maintained (BV 109)
 - Time taken to process benefit claims performance in the month has improved from 34 days in September to 22 days in December.
 - Recycling figures remain high, although a seasonal drop is coming into effect, and performance is well above the median figure for District Councils. BV82ai & BV82bi).
 - Performance on dealing with abandoned vehicles remains high and is above the median for District Councils (BV218).
 - There were 6 new business start ups during December, making a total of 31 already for the year, which already exceeds the annual target of 25 (Local Indicator).
 - Missed waste collections for household and recycle collections have improved; the figures dropping from 111 in September to 91 in December for household and from 41 to 32 for recycle collections.
 - The percentage of invoices paid on time has risen from 93.47% in September to 98.85% in December (BV8).
 - Average speed of answering telephones in the Customer Contact centre has improved from 35 seconds in September to 25 seconds in December. At the same time the percentage of calls answered has improved from 75% to 87%.
- 4.4 Performance is now considerably improved over the position at the end of last financial year and the Councils performance now compares much more favourably when compared to all other District councils. The following charts show the proportion of our BVPI's in each of the four quartiles of all Districts Performance. The first shows the proportions as at the end of March 2006, the second shows the proportions using the December performance figures and the third shows the expected position as at March 2007. This shows a significant reduction in the proportion of PI's in the bottom quartile with a corresponding move into the second quartile. In particular the December snapshot shows that more than a quarter of our PI's are now performing in the top quartile and less than a quarter are in the bottom quartile. Thus the Council is now performing around the average for all Districts. Councils in the "Fair" CPA category will have a similar performance profile.

Chart 1

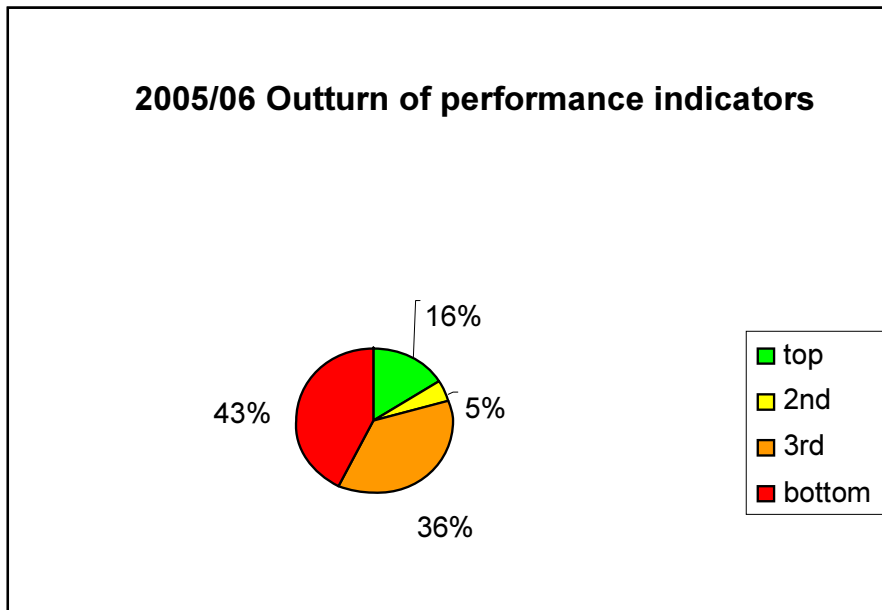


Chart 2

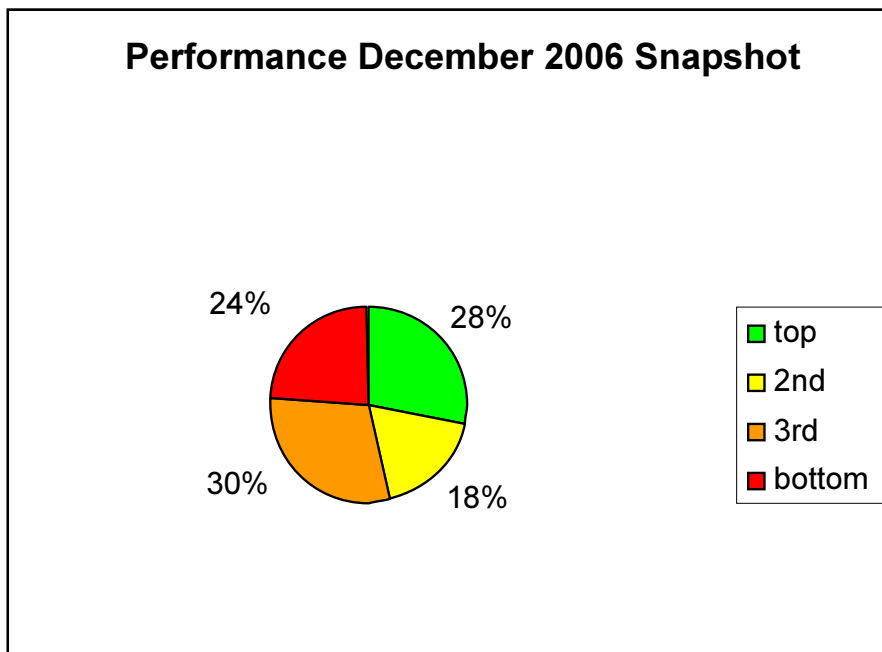
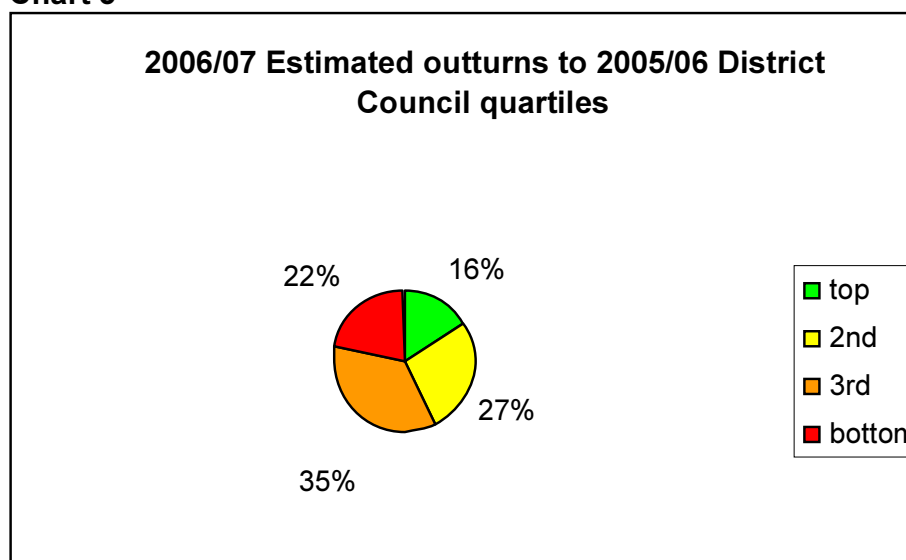


Chart 3



4.5 Heads of Service will be setting out their targets for performance indicators for the coming three years in their Business Plans. The expectation has been set that wherever possible targets should be above the median figure for District Councils. Achieving performance below the median is not necessarily a problem, as that might relate to areas of service that have been deemed to be not a priority. It is important that portfolio holders' sign off the Business Plans with Heads of Service and that they pay particular attention to targets which in appendix 5 of the Business Plans, which will be available in early February.

4.6 **December exceptions** - There are six indicators that have continued to worsen their performance in December, following a decline in November. In addition thirteen PI's have moved from improving to worsening during the month and six have moved from green to red in one month. However it should be noted that this could arise because of only a small change in performance and thus might not be a cause for concern. In addition fifteen PI's are currently projected to miss their target at the year end by more than 10%.

4.7 Full details of all of these indicators can be found in the appendices, but a list of exceptions is shown below. PI's will be shown on these lists if they meet the criteria that they are either worsening for a second successive period or they are forecast to miss target by more than 10% at the year end.

PI's continuing to worsen in performance		
PI Ref	PI Description	Explanation and/or corrective action
BV109c	Percentage of other planning applications determined in 8 weeks	85% for the month. 77 out of 91.

BV82bi	Percentage of household waste that has been composted	Monthly total only 7.41% of green waste now green service is suspended - still awaiting bring bank tonnages
BV126	Number of domestic burglaries per '000 households	Performance and next years targets being discussed with police
BV128	Number of vehicle crimes per '000 population	Performance and next years targets being discussed with police
LPI Sports services	Dolphin Centre usage	Actual usages well ahead of monthly target due to a variety of promotions and events in what is the quietest month of the year.
LPI Sports services	Woodrush Sports centre usage	Cumulative performance ahead of target and on course to achieve annual target. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage ahead of monthly target

PI's predicted to miss year end target by more than 10%		
PI Ref	PI Description	Explanation and/or corrective action
BV205	BV205 Percentage score against the quality of planning services checklist	No change possible until spatial project implemented.
BV214	BV214 Percentage of homeless households who suffer homelessness within 2 years	Figures adjusted on receipt of new figures from BDHT and are due to be discussed at the quarterly liaison meeting with them.
BV76b	BV76b Number of fraud investigators per 1,000 caseload	The post has been advertised - expectation for postholder to be appointed with start date April 07.
BV76d	BV76d Number of prosecutions and sanctions per 1,000 caseload	Slightly below target - cases awaiting outcome, most in court process on adjournment or warrants issued.
BV82aai	BV82aai Tonnage of household waste recycled	Slight decrease in recycling performance due to Christmas period - residents tend not to sort waste - still awaiting bring bank tonnages
BV82bii	BV82bii Tonnage of household waste composted	pervious tonnage collected during year is still keeping Cumulative total up on target for this month
BV170c	BV170c Number of pupils visiting museums and galleries in organised school groups	4 school group visits during month.
LPI Depot	- number of written complaints	Increase in number of complaints due to Xmas collection changes and green collections being stopped.

LPI transport services	% response to excess charge appeals in 10 days	Annual outturn reflects the poor performance earlier in the year but targets are now being met in most months so outturn should improve by end of year. The dip in performance this month is due to absence of two members of staff over the Christmas period; which resulted in a short period when responses were not processed within timescale
BV11b	BV11b Percentage of top 5% of earners with a disability	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV12	BV12 Average number of working days lost due to sickness	December figure shows a small improvement over November. The new sickness absence policy is now in place and all staff will have a return to work interview after a period of sickness.
BV156	BV156 Percentage of Authority's buildings public areas that are suitable and accessible to the disabled	Capital bid of £0.3m subject to approval by Cabinet on 21st February and Council on 27th February 2007
LPI CSC	LPI CSC Telephone service factor	TSF continues to show improvement and performance is increased by 16% on previous month. The trend is supported by overall falling call volumes, less working days and a reduction in staff sickness during this month
LPI CSC	LPI CSC Telephone service level	Since changing calculation methodology last month the positive improvement trend continues with an improvement of 6% compared to last month. Please note the average achieved across all hub partners this month is 49% indicating all are not reaching a very high target
LPI CSC	Percentage of calls answered	Tend of improvement continues this month and shows an 18% increase over last month. This is supported by the CSC being in a position to allocate more staffing resource at the incoming switchboard calls because of reduced face to face customer business at this time of year.

5 FINANCIAL PERFORMANCE - REVENUE

5.1 The Council approved a revenue service budget of £15.938m on 1st March 2006 including contributions to earmarked reserves. Approvals for transfer from balances in respect of the improvement plan and members expenses have been included in the revised budget as detailed at Table 1. The underspend to December within Service Areas is £6k and together with additional investment income of £326k gives a net underspend of £332k. The projected year end position is that there will be a total overspend of £65k. This overspend will have to be met from balances (see 7.4)

TABLE 1

Service Area	Revised Budget 2006/07 £'000	Profiled Budget 2006/07 April-Dec £'000	Revised Actual 2006/07 April-Dec £'000	Variance 2006/07 April-Dec £'000	Projected Outturn 2006/07 £'000	Projected Variance 2006/07 £'000
Corporate Services	1,253	883	847	-35	1,195	-58
Culture & Community	3,001	2,146	2,168	22	3,042	41
E-Government & Customer Services	56	4	3	-1	59	3
Financial Service	1,763	1,382	1,425	43	1,783	20
Legal & Democratic Services	851	606	542	-64	857	6
Human Resources & OD	35	-18	-83	-65	4	-31
Planning & Environment Services	4,453	3,326	3,045	-281	4,329	-124
Street Scene & Waste Management	4,913	3,668	4,044	376	5,454	541
TOTAL SERVICES	16,326	11,996	11,991	-5	16,723	398
Less:						
Asset Management	-4,194	-2,796	-2,796	0	-4,194	0
Investment Income	-765	-612	-938	-326	-1,098	-333
Amount to be met from Government Grants & Local Taxpayers	11,367	8,588	8,257	-331	11,431	65

5.2 Appendices 1-8 show the details of the services with the performance and the current financial position together with the estimated outturn for 2006/07.

- 5.3 Budget Holders meet on a monthly basis with their accountants to discuss financial performance and to highlight areas of concern and where relevant prepare action plans to bring expenditure in line with the approved budget.
- 5.4 In summary the major projected overspends for 2006/07 are due to;
- 5.4.1 Shortfalls on income generated from the leisure centre due to poor attendance for health and fitness activities. The current shortfall is £58k. The shortfall is significantly improved on the previous quarter due to increased marketing and promotion activity across the service, programme revision at sports centre's, increased delivery with in sport development and ensuring expenditure is minimized. The profiling of the year to date budget for income has also been reviewed to ensure seasonal variations are included. The poor income generation to budget has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.2 An overspend of £67k in respect of gas and electric charges at the Council Offices, Dolphin Centre and Depot. The utility budget was increased by 10% however the actual charges are significantly higher than that estimated. This has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.3 A significant shortfall on projected income for building regulation fees, planning applications and land charges for the third quarter (£115k). This is due to the planning moratorium and the slight decrease in the housing market during this year. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated of over £200k. It is anticipated that the current underspends will offset the impact of the shortfall in income for 2006/07. The income shortfall has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.4 A shortfall in the income generated from car parking charges in the district. The budget was set using an average increase per ticket however the actual ticket sales has not resulted in the budgeted increase resulting in a total shortfall of approximately £200k. This has been included as a budget pressure in the Medium Term Financial Plan review 2007/08-2009/10.
- 5.4.5 Refuse collection has a current overspend of £177k and projected overspend for the year of £277k. This is due to overspendings on fuel (anticipated overspend to year end of £100k but prices are currently volatile), hire costs of trade waste and recycling vehicles and increased running costs of the fleet. There have been extra tipping costs of £35k associated with the Faun vehicles that officers are currently trying to recover through negotiation with the company. The pressures within Street Scene and waste management have been addressed as part of the review of the medium term financial plan.
- 5.5 Further details on the financial position and commentary for each service can be found in Appendices 1-8

6 FINANCIAL PERFORMANCE – CAPITAL

- 6.1 Council approved the original Capital Programme for 2006/07 of £5.726 million.
- 6.2 After adding the approved budget carry forwards and the approved changes to the original Capital Programme the Revised Capital Budget for 2006/07 now totals £7.957 million for capital monitoring purposes, and at December 2006 there is an underspend of £1.098m, and a projected year end underspend of £4.209m
- 6.3 Table 2 shows the summary position on the Capital Programme for the Council.

TABLE 2

CAPITAL PROGRAMME	Revised Budget 2006/07	Profiled Budget 2006/07 April-Dec	Revised Actual 2006/07 April-Dec	Variance 2006/07 April-Dec	Projected Outturn 2006/07	Projected Variance 2006/07
Service Area	£'000	£'000	£'000	£'000	£'000	£'000
Culture & Community	2,824	1,068	617	-451	813	-2,011
E-Government & Customer Services	1,528	689	461	-228	837	-691
Financial Service	197	56	24	-32	159	-38
Legal & Democratic Services	97	66	84	18	121	24
Human Resources & Organisational Development	30	0	0	0	30	0
Planning & Environment Services	1,935	819	409	-410	960	-975
Street Scene & Waste Management	1,346	493	498	5	828	-518
TOTAL SERVICES	7,957	3,191	2,093	-1,098	3,748	-4,209

- 6.4 Further details of capital programme position for each Service Area can be found at appendices 1 – 8.
The main reasons for the underspend to budget is:
- 6.4.1 Dolphin Centre Phase II – Health & Fitness Suite (£1.192 million) has not been undertaken due to reviews being carried out into the delivery of services within the Culture and Community Service Area.

- 6.4.2 A number of play area schemes to be funded by S106 resources have been delayed due to the award of the Play Framework contract which has taken longer than originally anticipated.
- 6.4.3 The Spatial IT project has commenced, however because of the late start in the financial year a proportion of the funding will not be spent by the end of 2006/07 (£325k).
- 6.4.4 The scheme to replace the Academy Revenues & Benefits IT System (£400k) will not proceed because of the developments related to Shared Services for Revenues within Worcestershire. The contract has been extended for a further year to enable alternative methods of service delivery to be assessed.
- 6.4.5 The timescale in purchasing new vehicles has impacted on the ability to spend the capital funds within 2006/07 and there is an anticipated underspend to the year end of £519k in relation to the Street Scene and Waste Management projects.

7.0 TREASURY MANAGEMENT

7.1 Investment Interest

- 7.1.1 For the nine month period to December 2006 the Council received net investment income amounting to £938k against predicted year to date receipts of £612k. This income is a combination of interest earned on in-house managed funds (cash currently surplus to cash flow requirements that is placed on short-term deposit) and the investment income arising on the externally managed funds (Invesco and HSBC fund managers). The increased interest has arisen due to slippage on the capital programme which has made additional surplus cash available for deposit in the first half of the year.
- 7.1.2 The revised projection for 2006/07 investment income is £1,098k against a full year budget of £765k. The latter part of the year will see an increased cash requirement when monies are expended on the capital programme. However the reduced cash available is expected to benefit from higher returns following the recent base rate increases.
- 7.1.3 Details on the individual fund managers' performance is detailed below.

7.2 INVESCO

7.2.1 Investment Objectives

To optimise returns commensurate with the containment of risk and to achieve a target return of 110% of the benchmark, net of fees, over a 3 year rolling period.

7.2.2 Portfolio Performance

At 1 April 2006 the Council's investment was valued at £14.3 million. In the nine month period to December the investment earned income amounting to £447k and the Council withdrew funds totalling £2.0million.

Management fees applied to the portfolio for the period totalled £19k. The market value of the funds invested with Invesco was £12.74million as at 31 December 2006.

7.3 HSBC

7.3.1 Investment Objectives/Level of Risk

The investment objective is set out in the Client Agreement with HSBC with a portfolio mandate of short maturity with a medium level of risk.

7.3.2 Portfolio Performance

At 1 April 2006 the Council's investment was valued at £10.1 million. In the nine month period to December the investment earned income amounting to £355k. Management fees applied to the portfolio for the period totalled £38k. The market value of the funds invested with HSBC was £10.36 million as at 31 December 2006.

8 USE OF GENERAL FUND BALANCES AND EARMARKED RESERVES

8.1 The Council had Revenue balances of £2.282m as at 31st March 2006. Within the Medium Term Financial Plan 2006/07-2008/09 it has already been approved that £334k and £500k of balances will be used in 2006/07 and 2007/08 respectively. Further approvals of £350k in respect of the Improvement Plan and £38k for member's expenses will be funded from balances in 2006/07. This would further reduce the balances to £1.560m at 31st March 2007. The effect of the projected overspend in 2006/07 of £65k together with funding of projects carried forward from 2005/06 totalling £61k reduces the available balance as at 31st March 2007 to £1.434m.

8.2 The balance of the Planning Delivery Grant was £276k at 31st March 2006. It is anticipated that £123k will be utilised during 2006/07 to fund approved posts within the department. To date £121k has been received. The balance to carry forward will therefore equate to £274k.

9 FINANCIAL IMPLICATIONS

9.1 None other than those included in the report.

10. LEGAL IMPLICATIONS

10.1 No legal implications to the report

11. CORPORATE OBJECTIVES

11.1 The integration of financial and performance management is a key area within the improvement of the Council and the focus on the delivery of quality services to the customer.

12. RISK MANAGEMENT

12.1 The overspends have been mitigated as much as possible by positive actions within departments. The actions to improve performance are detailed to ensure managers remain focused on the key areas to improve.

13. CUSTOMER IMPLICATIONS

- 13.1 The improvements to performance have a direct impact on the customer as they demonstrate that the Council is achieving the targets set. The overspends to service will be contained within existing resources and will not impact on the customer

14. OTHER IMPLICATIONS

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

15. OTHERS CONSULTED ON THE REPORT

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

Portfolio Holder	No
Acting Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	No

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16. APPENDICES

Appendix 1 - 8 Financial and performance management information –
Service Areas.

Appendix 9 –detailed monthly performance statistics

17. BACKGROUND PAPERS

Monitoring statements April- Dec
Performance Management information

CONTACT OFFICERS

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Corporate Services

APPENDIX 1

Performance Indicators Period 9 (December) 2006/07

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Corporate	% of full responses sent within 10 days	HB	66.26	n/a	n/a	n/a	75.00%	79.90%	I	75.00	78.34	W	75.00	78.00%		Monthly figure continues to be well above target, although marginally down on last month. Estimated outturn revised up to 78% (from 73%), so now expected to exceed target

Corporate Services

Revenue Budget	Approved Budget	Profiled Budget April-Dec	Revised Actual April-Dec	Variance April-Dec
Corporate Services	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000
Corporate Projects	100	0	0	0
Policy & Performance	287	195	175	-20
Corporate Management	866	688	672	-16
TOTAL SERVICE	1,253	883	847	-36

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
100	0
285	-2
810	-57
1,195	-58

Notes on Revenue Financial Performance**Corporate projects** – Nil Variance

The budget is for two projects (Town Centre regeneration and the Longbridge site). Whilst no expenditure has been charged in the current year it is expected that the budget will be required in full, either this year or as a budget carry forward to 2007/08.

Policy & performance – The year end projection is on budget for this area with current performance broadly in line with expectations.

Corporate Management Underspend £15k

This budget area includes a proportion (£250k) of the improvement plan budget due to be funded by balances. This element is currently projecting an underspend of £95k, however this is offset by an expected charge to revenue of £30k in relation to costs over and above those provided in 2005/06 accounts in connection with an employee tribunal case.

Notes on Capital Financial Performance

There are no Capital Budgets for Corporate Services in 2006/07

Culture & Community Services

Performance Indicators Period 9 (December) 2006/07

APPENDIX 2

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	333,715	n/a	n/a	n/a	n/a	n/a	n/a	269233.00	n/a	n/a	338,225	338000	n/a	Amount spent by BDC on advice/guidance provided by external organisations. Figure is for the current year spend to date & includes services funded through government grants.
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	34.00	n/a	n/a	n/a	n/a	n/a	n/a	42.50	I	I	34.00	34	n/a	% of total amount spent by BDC on advice/guidance services that was given to external organisations holding the CLS quality mark. Figure is for current year spend to date & includes services funded through Gov't grants etc.
BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	21.24	4	H	312.00	14.6	20.8	W	17.50	24.20	I	25	26	4	December figures uplifted by charity event pre xmas and 4 school group visits.
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4	H	178.00	10.3	18.6	W	12.00	21.80	I	16	23	4	See above
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3	H	1279.00	400	275	I	450.00	390.00	I	600	500	3	4 school group visits during month.
BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3	L	7.40	6.50	6.50	W	6.92	7.74	W	12.45	12.45	4	On target to deliver annual Outturn - Monthly Actual 45
BV127a	The number of violent crimes per 1,000 population	RH	14.25	2	L	14.50	8.07	8.48	I	9.07	9.39	W	13.11	13.11	2	On target to deliver annual Outturn - Monthly Actual 82
BV127b	The number of robberies per 1,000 population	RH	0.44	3	L	0.30	0.30	0.38	S	0.30	0.48	W	0.63	0.63	3	On target to deliver annual Outturn - Monthly Actual 8
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	3	L	8.30	6.73	7.42	W	7.58	8.39	W	10.17	10.17	3	Monthly profiling predicts Outturn of 11.18. BDC concerns for continued poor trend raised with CDRP. CDRP Tasking running Vulnerable Vehicle Campaign Sat Navs main problem - Monthly Actual 87
BV225	The percentage score against a checklist for actions against domestic violence	RH	68.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	78.00	78.00	n/a	
LPI Community Services	Number of attendances at arts events	RH	22,840	n/a	n/a	n/a	16,440	17,585	I	16,670	17,820	W	17,640	18,500	n/a	Original full year target now achieved - on course to deliver revised outturn. Month on month trend down due to Xmas lights events boosting November data.
LPI Sports Services	Dolphin Centre Usage	RH	458,197	n/a	n/a	n/a	335,285	336,533	W	351,291	357,201	W	474,045	474,045	n/a	Actual usages well ahead of monthly target due to a variety of promotions and events in what is the quietest month of the year.
LPI Sports Services	Haybridge Sport Centre Usage	RH	139,229	n/a	n/a	n/a	93,489	111,041	I	103,394	121,186	W	135,369	145,000	n/a	Cumulative performance ahead of plan and on course to achieve increased outturn declared. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage above monthly target.

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Sports Services	Woodrush Sports Centre Usage	RH	153,160	n/a	n/a	n/a	103,451	103,823	W	115,412	116,414	W	155,106	155,106	n/a	Cumulative performance ahead of target and on course to achieve annual target. Monthly trend down due to reduced Xmas hours and school holidays. Actual monthly usage ahead of monthly target.
LPI Community Safety	Respond to emergency calls in 30 secs (percentage)	RH	n/a	n/a	n/a	n/a	80.00%	97.26%	S	80.00	97.35	I	80.00	90.00	n/a	Annual Outturn predicted to be well ahead of Target. Marginal monthly increase
LPI Community Safety	Respond to emergency calls in 1 minute (percentage)	RH	n/a	n/a	n/a	n/a	98.50%	98.78%	W	98.50	98.86	I	99.00	99.00	n/a	Annual Outturn predicted to be on Target. Marginal monthly increase
LPI Community Safety	Lifeline equipment installed within 5 days (percentage)	RH	96.00	n/a	n/a	n/a	95%	100%	S	95.00	100.00	S	95.00	95.00	n/a	Annual Outturn predicted to be ahead of Target. High performance maintained
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours (percentage)	RH	100.00	n/a	n/a	n/a	100%	100%	S	100.00	100.00	S	100.00	100.00	n/a	Annual Outturn predicted to be ahead of Target. High performance maintained

Culture & Community Services

Revenue Budget	Approved Budget	Profiled Budget April-December 2006/07	Revised Actual April-December 2006/07	Variance April-December 2006/07
Culture & Community Services	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000
Arts Services	315	210	241	31
Cemeteries	19	-1	-5	-5
Community Safety	627	474	505	31
Culture & Community Services Management	-55	-41	-65	-24
Museums and TIC	142	109	101	-8
Parks & Open Spaces	417	275	305	29
Spadesbourne Suite General	87	49	50	2
Sport & Recreation General	350	259	256	-3
Sports Centres	1,101	812	781	-31
TOTAL SERVICE	3,001	2,146	2,168	22

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
339	25
19	-0
693	66
-77	-22
135	-7
447	30
88	1
335	-15
1,064	-37
3,042	41

Notes on Revenue Financial Performance

The current overspend of £22k reflects a combination of

- Vacancies within the department to an under spend of (106K)
- Underspend on life line contracts (17K) and Grounds Maintenance (13K)
- Increased income in Parks following a review of outstanding sundry debtors and annual football pitch payments

Culture & Community Services

- Shortfall of income generation at leisure centre's relates to poor attendances for Health & Fitness activities. The current income short fall is 58K and has been addressed as part of the 2007/08 Medium Term Financial Plan.
- An overspend of £54k on Community Safety is due to the revision of grant funding compared to the budget. This has been identified as a budget pressure within the 2007/08 Medium Term Financial Plan
- The projected outturn overspend of £41k shows a significant improvement on the estimated outturn from quarter 2. This is due to increased marketing and promotion activity across the service, programme revision at sports centre's, increased delivery with in sport development and ensuring expenditure is minimized. There has also been a review of the budget profiling to ensure the budget management is more robust.

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
Culture & Community Services	2006/07	April-December 2006/07	April-December 2006/07	April-December 2006/07
	£'000	£'000	£'000	£'000
Restoration of Memorial Headstones	26	10	0	-10
Play Area, Pitches and Sports facilities	972	621	258	-363
Dolphin Centre	1,247	22	25	3
Liveability Grant Funded Schemes	418	283	214	-69
Community Safety Schemes	161	132	120	-12
Total	2,824	1,068	617	-451

Notes on Capital Financial Performance

The current underspend of £451k is mainly due to

Play area schemes underspend to date £162k. Commencement of the scheme is pending the award of the Play Framework contract which falls under the European procurement regulation.

Contribution towards new sports facilities at Hunters Hill School underspend £130k. The new facilities were delay due to design issues with the old building. These have now been resolved and the building is due for completion in January 2007.

The projected outturn variance of £2,011k is mainly due to underspend on play areas as outlined above (£404k) and underspend on the Dolphin Phase II project (£1,192k)

E-Government & Customer Services

APPENDIX 3

Performance Indicators Period 9 (December) 2006/07

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI IT Services	% of helpdesk call closed within timescales	DP	84.95	n/a	n/a	n/a	82.50%	62.91%	W	82.50	64.85	I	82.50	82.50	n/a	During December the overall trend was an improvement on last month and we still remain on target to achieve the full year target of 82.50%. ICT support team during December were still operating at minimum levels (3 staff short). Interviews held in Decemb
CSC	Monthly Call Volumes Customer Contact Centre	DP	n/a	n/a	n/a	n/a	activity measure no target set	6,548	n/a	activity measure no target set	5,998	n/a	activity measure no target set	n/a	n/a	Calls to CSC have fallen by 8% compared to last month.. Variance smaller than would be expected at this time of year with volume maintained by high call volume in relation to waste collection queries
CSC	Monthly Call Volume Council Switchboard	DP	n/a	n/a	n/a	n/a	activity measure no target set	7,841	n/a	activity measure no target set	5,761	n/a	activity measure no target set	n/a	n/a	Calls to switchboard show a 26% drop compared to last month and would be expected at this time of year
CSC	Resolution at First Point of Contact all services	DP	n/a	n/a	n/a	n/a	80%	86%	I	80.00	82.00	W	80.00	80.00	n/a	The % of calls resolved at First Point of contact remain above target although slightly down by 4% compared to last month. This is felt to be associated with the high volume of Waste Management calls received that could not all be closed at First Point of Contact
CSC	Resolution at First Point of Contact Telephone	DP	n/a	n/a	n/a	n/a	80%	85%	I	80.00	80.00	W	80.00	80.00	n/a	% of calls resolved at first point of contact remain on target for services requested by telephone. The performance has dropped slightly compared to last month and is felt to be associated with the high volume of calls received associated with Waste Management queries
CSC	Resolution at First Point of Contact Face to Face	DP	n/a	n/a	n/a	n/a	80%	92%	S	80.00	90.00	W	80.00	80.00	n/a	Performance is 12% above target although marginally down by 2% compared to last month but is consistent with face to face service delivery
CSC	Customer Satisfaction Rating	DP	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	
CSC	Telephone Service Factor (monthly target)	DP	n/a	n/a	n/a	n/a	80%	63%	W	80.00	73.00	I	80.00	70.00	n/a	TSF continues to show improvement and performance is increased by 16% on previous month. The trend is supported by overall falling call volumes, less working days and a reduction in staff sickness during this month
CSC	Telephone Service Level (% of days in month TSF met)	DP	n/a	n/a	n/a	n/a	90%	19%	I	90.00	25.00	I	90.00	60.00	n/a	Since changing calculation methodology last month the positive improvement trend continues with an improvement of 6% compared to last month. Please note the average achieved across all hub partners this month is 49% indicating all are not reaching a very high target
CSC	Average Speed of Answer	DP	n/a	n/a	n/a	n/a	15 secs	25 secs	I	15.00	25.00	S	15 secs	17 secs	n/a	Average speed of answer remains unchanged compared to last month

Ref	Description	2005/06			Quartile Data	
		HoS	Actuals	Quartile	Higher or lower	Median
CSC	% of Calls Answered	DP	n/a	n/a	n/a	n/a

Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend
95%	74%	W	95.00	87.00	I

2006/07 Target	2006/07 Est. Outturn	2006/07 Est. Outturn Quartile	Comments
95.00	85.00	n/a	Tend of improvement continues this month and shows an 18% increase over last month. This is supported by the CSC being in a position to allocate more staffing resource at the incoming switchboard calls because of reduced face to face customer business at this time of year.

E-Government & Customer Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
E-Government & Customer Services	2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000
Customer Service Centre	45	38	44	7
E-Government	11	-33	-41	-7
TOTAL SERVICE	56	4	3	-1

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
58	13
1	-10
59	3

Notes on Revenue Financial Performance

The current underspend of £1k a combination of an increase in expenditure on salaries for staff achieving NVQ's during the year and payments for agency staff to cover vacant posts offset by savings on vacant posts.

E-Government & Customer Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
		April-December	April-December	April-December		
E-Government & Customer Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
ICT Infrastructure Scheme	441	331	301	-30	520	79
Internet/Intranet Development	23	23	4	-19	13	-10
Corporate Budget for IT Upgrades (2006/07)	37	37	39	2	40	3
Corporate Budget for IT Upgrades - Increased Resources (2006/07)	14	3	0	-3	14	0
Government Connect Scheme	30	8	0	-8	0	-30
Upgrading to Radius Cash Receiving System (2006/07)	50	50	54	4	54	4
Upgrading of Leisure Booking & Receipts/Income Flex-on-Line System (2006/07)	33	0	0	0	21	-12
Replacement of Academy Revenues & Benefits IT System	400	100	0	-100	0	-400
Spatial Project	500	137	63	-74	175	-325
Total	1,528	689	461	-228	837	-691

Notes on Capital Financial Performance

The current underspend of £339k is mainly due to

Replacement of Academy Revenues & Benefits IT System underspend of £100k. Due to the developments during the year in relation to the Revenues and Benefits shared services project in Worcestershire, this project has not commenced and a one year extension of the contract had been negotiated. It is now anticipated that this budget will be required in 2007/08.

Spatial Project underspend to date £74k which is due to delays in signing the contract and therefore a delay in starting the project

Financial Services

APPENDIX 4

Performance Indicators Period 9 (December) 2006/07

Page 29

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV76a	Number of claimants visited, per 1,000 caseload	JLP	215	n/a	n/a	222	173	142	I	147.00	185.00	I	196	196.00	n/a	Revised target of 196 as approved at cabinet in December. Performance has improved on previous month.
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.45	n/a	n/a	n/a	0.54	0.32	W	0.54	0.32	S	0.56	0.32	n/a	The post has been advertised - expectation for postholder to be appointed with start date April 07.
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	47.50	n/a	n/a	41.20	33.28	41.27	I	37.50	42.76	I	50.00	67.87	n/a	Improvement in number of investigations despite vacancy in the team.
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	10.00	n/a	n/a	4.00	5.66	4.90	I	6.40	5.74	W	8.50	6.79	n/a	Slightly below target - cases awaiting outcome, most in court process on adjournment or warrants issued.
BV78a	The average number of days taken for processing new claims.	JLP	37.81	4	L	31.00	35.78	30.65	W	35.78	30.04	I	35.78	34.00	3	The December actual of 22.33 days is an improvement on the previous month and above the DWP highest standard of 30 day per claim.
BV78b	The average number of days taken for processing changes in circumstances	JLP	11.88	2	L	11.90	10.80	10.12	I	10.80	10.08	W	10.80	10.80	2	A slight increase in the number of days to process change of circumstance (9.03 Dec v 8.25 Nov). This is due to the complex nature of some of the claims received during the month.
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	96	4	H	98.20	99	94	S	99.00	94.00	S	99.00	95.00	4	Awaiting the October - December report from the DWP - to be received 1st week Feb 07. Managers continue to make additional checks and remind staff to ensure accuracy
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JLP	68.05	3	H	70.35	55.00	67.40	I	55.00	66.63	W	55.00	55.00	4	The actual figure for December to date is 66.63%, which is an decline on the November figure. However it remains above the revised approved target of 55%. This figure will fluctuate as more work is carried out within the team to identify and recover overpayments. Value of overpayments to Dec 06 is £435k
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	47.39	1	H	34.11	25.00	24.61	I	25.00	25.53	I	25.00	23.00	4	The actual figure for December to date is 25.53%, which is an improvement on the November figure. Performance remains above the revised approved target of 25%.
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	10.20	n/a	n/a	n/a	<6%	2.13	S	<6%	2.22	S	6.00	6.00	n/a	Write offs within target
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council	JLP	32,521	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	32,521	32,521	n/a	
BV8	Percentage of invoices paid on time	JLP	0.93	4	H	95.00	100.00%	93.59%	I	100.00	94.19	I	100.00	96.00	2	December actual 98% which reflects top quartile . This demonstrates the focus that departments have on payment of invoices
BV9	Percentage of Council Tax collected	JLP	98.30	2	H	98.11	79.84%	77.90%	I	87.70	87.30	S	98.80	98.70	1	The December to date shows a 0.40% shortfall to the target however it is anticipated that the annual target will be reached as reported.
BV10	Percentage of Non-Domestic Rates collected.	JLP	98.70	3	H	99.00	79.42%	77.58%	W	88.10	85.80	S	98.80	98.70	3	The December to date shows a 2.3% shortfall to the target however it is anticipated that the annual target will be reached as reported.

Ref	Description	2005/06			Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
LPI Financial Services	Financial monitoring reports sent to members	JLP	100.00	n/a	n/a	n/a	100.00	100.00	S	100.00	100.00	S	100.00	100.00	n/a	On Target
LPI Financial Services	Number of days to do systems and account reconciliations	JLP	4.74	n/a	n/a	n/a	4.00	5.33	W	5.00	3.00	I	4.00	4.00	n/a	On Target
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JLP	3.75	n/a	n/a	n/a	4.00	3.00	I	2.00	2.00	I	4.00	4.00	n/a	On Target
LPI Financial Services	% of audit assignments completed in timescale	JLP	79.00	n/a	n/a	n/a	85.00%	92.00%	I	85.00	93.00	I	85.00	90.00	n/a	On Target
LPI Financial Services	% of the scheduled audit plan delivered	JLP	73.00	n/a	n/a	n/a	37.00%	40.00%	I	54.00	47.00	W	85.00	90.00	n/a	Due to the scheduling of the plan over the quarters there is always a decline during the quarter that then meets the target at the end of the quarter.

Financial Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
Financial Services	2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	2006/07 £'000	2006/07 £'000
Benefit Administration	271	203	236	33	290	19
Benefit Payments	48	0	-1	-1	46	-1
Central Overheads	120	90	132	42	131	11
Financial Services - Accountancy & Admin	-31	-23	-6	17	-12	19
Financial Services - Internal Audit	-5	-4	3	7	1	5
Grants & Donations	171	135	136	1	171	0
Local Taxation	1,174	969	925	-43	1,144	-30
Recovery Plan - Financial Services	21	16	21	5	21	-0
Revenues & Benefits System Control	-6	-5	-22	-17	-8	-2
TOTAL SERVICE	1,763	1,382	1,425	43	1,783	20

Notes on Revenue Financial Performance

Overspend To December £43k

The current overspend of £43k is mainly due to the corporate target saving of £74k on procurement which is shown within the Financial Services budget. Saving are currently being achieve and are embedded within financial performance of all service areas of the Council. This is offset by net savings of 36k on salaries after use of agency staff.

Financial Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
Financial Services	2006/07 £'000	April- December 2006/07 £'000	April- December 2006/07 £'000	April- December 2006/07 £'000
Purchase Order Processing System	197	56	24	-32
Total	197	56	24	-32

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
159	-38
159	-38

Notes on Capital Financial Performance

The Purchase Order Processing System project was slightly delayed in starting but has now commenced. It is expected that the majority of the scheme will be completed by the end of March 2007 and a request to carry forward the remaining budget will be made at the appropriate time.

Legal & Democratic Services

APPENDIX 5

Performance Indicators Period 9 (December) 2006/07

Ref	Description	2005/06				Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median	Target							Est. Outturn	Est. Outturn Quartile		
BV174	The number of racial incidents reported to the Council per 100,000 population	CF	0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0	0	n/a	Hate crime officer appointed at County level to implement a common reporting procedure & support mechanisms for crime victims. Will be 10 reporting centres in Bromsgrove. Due to be up and running by end March 2007.	
BV175	The percentage of those racial incidents that have resulted in further action	CF	n/a	1	H	100	n/a	n/a	n/a	n/a	n/a	n/a	100.00	100.00	1	See above comment	
BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	n/a	n/a	n/a	1	1	S	1	1	S	2	2	n/a	On target. All inclusive scheme completed	
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	71	2	H	58	71	76	S	71	76	S	80	80	1	as above	
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CF	75.00	2	H	72.87	85.00%	n/a	n/a	85.00	n/a	n/a	85.00	75.00	2	Capital bid of £0.3m subject to approval by Cabinet on 21st February and Council on 27th February 2007	
LPI Legal Services	% draft S106 sent out within 10 days.	CF	n/a	n/a	n/a	n/a	90.00	100.00	S	90.00	100.00	S	90.00	90.00	n/a	On Target	

Legal & Democratic Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
Legal & Democratic Services	2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000	April-December 2006/07 £'000
Administration & Registration	897	636	639	3
Committee Services	-8	-6	2	8
Corporate Facilities	4	3	4	1
Elections	46	35	37	2
Facilities Management	-119	-117	-139	-22
Legal Services	33	57	29	-28
Recovery Plan - Legal	0	0	-14	-14
Valuation Services	-3	-2	-16	-14
TOTAL SERVICE	851	606	542	-64

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
876	-21
-3	5
7	3
46	0
-75	44
19	-14
0	0
-12	-10
857	6

Notes on Revenue Financial Performance

Legal and Democratic Services – £64k underspend

The current underspend is due to a combination of savings on business rates and insurances and vacancies within the Elections, Legal and Valuation Services.

The projected overall spend for the year is largely on budget but comprises a number of compensating over and underspends:

Legal & Democratic Services

- An expected overspend of £50k in respect of gas and electric charges at the Council Offices. The utility budget was increased by 10% however the actual charges are significantly higher than that estimated. This will be addressed as part of the financial plan review.
- Underspendings on Business Rates and Insurances (£10k) due to revaluation of properties with a reduced liability to the department. The magnitude of the saving shown here has reduced compared to the September quarter report due to the reallocation of the corporate target for savings on Business Rates.
- Vacancies within the department (16k).
- Additional income attained for provision of legal services (£18k).

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
		April- December	April- December	April- December
Legal & Democratic Services	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
Replacement Electoral Software	15	0	0	0
Committee Minutes System	18	13	11	-2
Disabled Discrimination Act improvements (05/06)	14	3	0	-3
Conversion of Council House Reception Area to Office Accommodation	50	50	73	23
Total	97	66	84	18

Projected Outturn	Projected Variance
2006/07 £'000	2006/07 £'000
15	0
24	6
8	-6
74	24
121	24

Notes on Capital Financial Performance

The main variance year to date and projected outturn are in respect of the conversion of the Council House reception area to office accommodation. This was the subject of a report to Executive Cabinet on 4th October 2006.

Organisational Development & Human Resources

APPENDIX 6

Performance Indicators Period 9 (December) 2006/07

2 3 4 5 6 7 8

17 18 19

20

Page 36

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV11a	The percentage of top 5% of earners: who are women	JP	16.88	4	H	25.00	24.00%	22.73%	S	24.00	23.80	I	24.00	22.70	3	This indicator is not cumulative - it is a snap shot at the end of each month. December based on 5 women in top 5%
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0.00	4	H	0.00	1.50%	0.00%	S	1.50	0.00	S	1.50	0.00	2	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV11c	The percentage of top 5% of earners: with a disability	JP	0.00	4	H	2.09	1.50%	4.55%	S	1.50	4.76	I	2.00	4.76	2	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	9.54	6.68	7.27	S	7.44	8.16	I	9.50	10.73	3	December figure shows a small improvement over November. The new sickness absence policy is now in place and all staff will have a return to work interview after a period of sickness.
BV14	The percentage of employees retiring early (excluding ill-health)	JP	1.50	4	L	0.40	1.00	0.00	I	1.00	0.00	S	1.00	0.29	2	This is actual numbers of staff retiring early within the pension scheme (0 person in November)
BV15	The percentage of employees retiring on grounds of ill-health	JP	0.60	4	L	0.25	0.30	0.00	I	0.30	0.00	S	0.30	0.00	1	This is actual numbers of staff retiring on health grounds within the pension scheme (0 staff in November)
BV16a	The percentage of employees with a disability	JP	0.00	4	H	3.11	1.20	1.97	I	1.20	1.97	S	1.20	2.00	4	This is a snap shot at the end of each month - relates to 8 employees - this has increased from the personal information forms recently completed and staff identified themselves as having a disability - 1 employee left in October
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	n/a	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	11.73	n/a	Information provided by Census - not controllable
BV17a	The percentage of employees from minority ethnic communities	JP	0.70	4	H	1.40	1.00	0.98	S	1.00	0.98	S	1.00	0.98	3	This is a snap shot at the end of each month - November relates to 4 employees
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	n/a	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	n/a	n/a	context measure no target set	2.18	n/a	Information provided by Census - not controllable
LPI Human Resources	% of staff appraisals undertaken	JP	74.48	n/a	n/a	n/a						S	100.00	99.00	n/a	PDRs are currently not being undertaken
LPI Human Resources	% of staff turnover	JP	18.80	n/a	n/a	n/a	8.87%	8.55%	S	9.96	10.09	W	13.30	13.45	n/a	Cumulative figure using number of leavers - 5 staff in December

Organisational Development & Human Resources

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance
	2006/07	April-December 2006/07	April-December 2006/07	April-December 2006/07
	£'000	£'000	£'000	£'000
Organisational Development & Human Resources	35	-18	-83	-65
TOTAL SERVICE	35	-18	-83	-65

Projected Outturn	Projected Variance
2006/07	2006/07
£'000	£'000
4	-31
4	-31

Notes on Revenue Financial Performance

The current underspend of £65k reflects a combination of

- The underspend is mainly due to lower than anticipated expenditure on training to December. Expenditure on training will continue for the next quarter but there is an anticipated saving of 39k on the training budget at year end.
- This underspend is offset by a overspend on employees which is combination of resulting expenditure incurred on an interim Head of Service and cover within the Health and Safety section offset by savings on the Head of Service post being vacant for the first three months of the year.
- The SLA's within the external organisations which were anticipated to generate £15k for the year have now been terminated which has resulted in a loss of income of £6k. This has been addressed to within the 2007/08 Medium Term Financial Plan

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance
		April-December	April-December	April-December

Projected Outturn	Projected Variance

Organisational Development & Human Resources

Organisational Development & Human Resources	2006/07 £'000	2006/07 £'000	2006/07 £'000	2006/07 £'000
New HR Information & Management system	30	0	0	0
Total	30	0	0	0

2006/07 £'000	2006/07 £'000
30	0
30	0

Notes on Capital Financial Performance

The commencement of the new HR Information and Management System has been delayed however it is anticipated that the budget will be fully spent this year.

Planning & Environment Services

APPENDIX 7

Performance Indicators Period 9 (December) 2006/07

Page 39

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV106	The percentage of new homes built on previously developed land	DH	92	1	H	75.00	n/a	n/a	n/a	n/a	n/a	n/a	67.00	n/a	n/a	This is an annual indicator housing land availability studies are completed every year with the next one due to be published in April 2007
BV109a	The percentage of major planning applications determined within 13 weeks	DH	35	4	H	66.67	55	61	S	55.00	60.00	S	55.00	55.00	4	100% record for December. 1 out of 1.
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	74.01	77	80	I	77.00	81.00	W	77.00	80.00	2	84% for the month. 21 out of 25.
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	88.23	89	78	W	89.00	87.00	W	89.00	80.00	4	85% for the month. 77 out of 91.
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	The initial LDS was submitted intime, a revised version is currently beeing drafted a will be published before April 2007
BV200b	Have the milestones in the LDS been met	DH	No	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	Milestones are unlikely a revised LDS will be published which reflect the changed staffing structure of the team
BV200c	Has an annual monitoring report been published by December of the previous year	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	AMRs have been published for both 2005 and 2006
BV204	The percentage of planning appeal decisions allowed	DH	32	n/a	n/a	n/a	40.00%	47.00%	S	40.00	47.00	W	40.00	36.00	n/a	2 out of 4 appeals allowed.
BV205	The percentage score against the quality of planning services checklist	DH	78	3	H	83	89.00%	83.00%	S	89.00	83.00	S	100.00	83.00	2	No change possible until spatial project implemented.
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	3	L	1.82	3%	0%	S	3.00	4.00	W	3.00	4.00	3	Figures adjusted on receipt of new figures from BDHT and is due to be discussed at the quarterly liaison meeting with them.
BV166a	The percentage score against the Environmental Health best practice checklist	DH	70.00	4	H	90.00	n/a	n/a	n/a	n/a	n/a	n/a	70.00	70.00	4	on target
BV216a	The number of sites of potential concern with respect to land contamination	DH	1,812	4	L	697	n/a	n/a	n/a	n/a	n/a	n/a	1,815	1,815	4	details the number of sites of potential concern identified, this figure is unlikely to change this year as the majority of sites have already been identified.

Ref	Description	2005/06				Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
		HoS	Actuals	Quartile	Higher or lower	Median	Target							Est. Outturn	Est. Outturn Quartile		
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	0.61	4	H	3.00	n/a	n/a	n/a	n/a	n/a	n/a	2.00	< 2.00	1	Target will not be met due to long-term computer software problems (Recently resolved) and heavy reactive workload which is being managed by risk. The regional contaminated land group has compared figures reported for 2005/2006. These indicate that the most significant progress is being made where one and a half posts are working on contaminated land (e.g. Wyre Forest and more recently Wychavon). Our figures for 2005/2006 were similar to those for Malvern Hills DC, Wychavon DC, Redditch BC and Herefordshire CC. However, the figures are not strictly comparable because the figure for BV216b is a percentage of BV216a and each local authority has a significantly different number of sites falling into BV216a (for example, Bromsgrove has 1812, Wyre Forest have 830 i.e. Bromsgrove has a significantly larger base to be determined). To progress this indicator work on prioritisation of sites based on risk is being undertaken. Once completed, sites will be investigated in order of highest potential risk. Arrangements have recently been made to allow the use of additional IT to pi	
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	100.00	2	H	94.00	n/a	n/a	n/a	n/a	n/a	n/a	90.00	90.00	3	on target	
BV219a	The total number of conservation areas	DH	10	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	10	10	n/a	Currently 10 conservation areas no firm plans to designate any more although potential new ones may be investigated	
BV219b	The percentage of conservation areas with an up-to-date character appraisal	DH	10	2	H	8	n/a	n/a	n/a	n/a	n/a	n/a	30.00	20.00	2	Hagley conservation area appraisal is completed, Dodford conservation area is on target for completion by March 07	
BV219c	The percentage of conservation areas with published management proposals	DH	0	4	H	0	n/a	n/a	n/a	n/a	n/a	n/a	10.00	10.00	n/a	Management plan for Hagley conservation Area due to be published March 2007	
LPI Planning	Score on Building Control performance matrix	DH	76.0	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	60.0	75.5	n/a	Due to an unrecoverable system error data will require re-entering into the system. It is hoped this work will be completed by Feb. 07.	
LPI CEO	Number of small business start ups	DH	40	n/a	n/a	n/a	17	27	W	19	31	I	25	30	n/a	6 business start-ups in December.	
LPI CEO	% of business survival rate	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	85.00	85.00	n/a	n/a as annual PI	

Planning & Environment Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected	Projected
	2006/07	Budget	Actual		Outturn	Variance
	2006/07	April-December	April-December	April-December	2006/07	2006/07
	£'000	2006/07	2006/07	2006/07	£'000	£'000
Development & Building Control	533	400	355	-45	546	14
Environmental Health	996	748	664	-84	912	-84
Licensing	6	4	-34	-38	-9	-14
Planning Administration	-138	-100	-30	71	-13	125
Strategic Housing	2,321	1,718	1,688	-30	2,306	-15
Strategic Planning	638	478	343	-135	483	-155
Economic Development	89	67	53	-14	91	2
Retail Market	8	12	6	-6	12	3
TOTAL SERVICE	4,453	3,326	3,045	-281	4,328	-124

Notes on Revenue Financial Performance

The current underspend of £281k is due to the following

- Savings on vacant posts amounts to £98k. The service area has implemented a revised staffing structure and is currently recruiting operational staff to deliver the service; however there are still vacant posts within this department. This underspend will be offset against the departmental loss of income at year end.
- There is a current underspend on consultancy fees of £120k this mainly due to of an underspend within Local Development Scheme. It was agreed within the Medium Term Financial Plan for 2006/07 that the Local Development Scheme would be funded from Balances. It is anticipated that expenditure on the Local Development Scheme will now begin in 2007/08 and so the funding from balance will be required next year. Other savings of £36k include those relating to miscellaneous expenses and office expenses.
- There is a significant shortfall to projected income for building regulation fees, planning applications and land charges £115k (net £61k against income received for licensing) for the third quarter. This is still due to the planning moratorium and the slight decrease in the housing market during this year. It is anticipated that this trend will continue during 2006/07 as will result in a cumulative reduction in income generated by £224k. This issue has been addressed as part of the 2007/08 Medium Term Financial Plan.
- It is anticipated that the current underspends will offset the impact of the shortfall in income for 2006/07 with a projected year end variance of 124k underspend.

Planning & Environment Services

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
	2006/07	April-December 2006/07	April-December 2006/07	April-December 2006/07		
Planning & Environment Services	£'000	£'000	£'000	£'000	£'000	£'000
Strategic & Enabling Housing Schemes	168	60	61	1	150	-18
New Affordable Schemes	832	232	95	-137	310	-522
Retained Housing Works	8	8	0	-8	8	0
Homeless Hostels	19	7	2	-5	2	-17
Private Sector Renewal	691	512	251	-261	480	-211
West Midlands Regional Housing L	217	0	0	0	10	-207
Total	1935	819	409	-410	960	-975

Notes on Capital Financial Performance

The current underspend is mainly due to

New affordable schemes - A number of new schemes are being developed totaling £485k. This was the subject of a report to Executive Cabinet on 1st November 2006 which approved carried forward of part of the budget. It is now anticipated that there will be no expenditure in 2006/07 and approval for carried forward of the remaining budget will be sought at the appropriate time.

Private Sector Renewal - Disabled Facilities Grants, Home Repair Assistance and Housing Renewal Grants - The underspend is a result of a vacancy in the Private Sector Housing Team. This post has now been filled which has had a major impact on the processing of grant applications.

Street Scene & Waste Management Services

APPENDIX 8

Performance Indicators Period 9 (December) 2006/07

Page 43

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV82ai	The percentage of household waste that has been recycled	MB	19.95	2	H	18.50	21.50	19.49	I	21.50	19.72	I	21.50	21.08	2	Slight decrease in recycling performance due to Christmas period - residents tend not to sort waste - still awaiting bring bank tonnages
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	2	H	6,840	6,017	5,399	I	6,754	6,043	W	9,011	8,111	2	As above - still awaiting bring bank tonnages
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	8.29	21.50	26.74	W	21.50	24.87	W	21.50	19.81	1	Monthly total only 7.41% of green waste now green service is suspended - still awaiting bring bank tonnages
BV82bii	The tonnage of household waste that has been composted	MB	8641	1	H	3158	7,081	6,602	I	7,406	8,622	I	9,011	8621	1	pervious tonnage collected during year is still keeping C'lative total up on target for this month
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	410	310.42	305.46	W	342.84	337.86	I	445.00	425	3	Lowest kg/head so far this year - still awaiting bring bank tonnages
BV84b	The percentage change in the amount of household waste collected	MB	14.16	4	L	-0.44	6.40	-1.87	W	6.40	-3.60	I	9.61	-5.11	1	As above - still awaiting bring bank tonnages
BV86	The cost of household waste collection	MB	71.19	4	L	46.25	see comment	see comment	see comment	see comment	see comment	see comment	70.00		n/a	This is calculated as annual PI, however it is predicted to be significantly off target, due to a £456k projected overspend
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	4	H	99.40	93.30	93.56	I	93.48	93.91	I	94.00	94.00	3	Above target for month due to new builds being occupied
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	4	H	98.80	93.30	93.56	I	93.48	93.91	I	94.00	94.00	3	Above target for month due to new builds being occupied
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	26	4	L	12.00	n/a	n/a	n/a	20.00	17.97	W	20.00	17.00	3	Results from this 4 monthly inspection has seen a slight worsening in performance since the last measurement, this is due to seasonal weather changes i.e. high winds causing litter, vegetation and mud to disperse across the District. It is, however a considerable improvement on the figure at the same time last year (20.23%). The figure for litter is 13.40% but is increased because of the detritus figure of 26.47%. The BVPI is an annual figure which ensures seasonal variations do not disproportionately distort the figure.
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	6.00	4	L	1.00	n/a	n/a	n/a	5.00	4.58	W	5.00	4.00	3	Results from this 4 monthly inspection has seen an increase in %, this PI should improve by the end of the year as a graffiti machine will then be operational
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	1.00	3	L	0.00	n/a	n/a	n/a	1.00	0.98	I	1.00	1.00	3	Results from this 4 monthly inspection has seen a decrease in %, operatives have actively been removing fly posting and are taking a proactive approach by contacting the companies/organisations involved.
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping	MB	4.00	1	L	n/a	n/a	n/a	n/a	3.00	3.00	S	3	3	n/a	This PI result remains the same as no further enforcement has taken place.

Ref	Description	HoS	2005/06		Quartile Data		Nov Target	Nov Actual	Target & trend	Dec Target	Dec Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median							Target	Est. Outturn	Est. Outturn Quartile	
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93.00	2	H	87.00	95%	94%	S	95.00	94.00	I	95.00	95.00	2	8 vehicles reported and 8 vehicles inspected within time, 100% achieved this month, still on target for end of year
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100.00	1	H	77.50	95%	95%	S	95.00	95.00	S	0.95	95.00	1	7 vehicles reported and 7 vehicles inspected within time, 100% achieved this month, still on target for end of year
LPI Depot	% animal/debris cleared within timescales	MB	89.00	n/a	n/a	n/a	95%	83%	S	95.00	85.00	S	95.00	97.00	n/a	5 animals reported and 5 removed within time, 100% achieved this month. End of year result will exceed target.
LPI Depot	% of flytips dealt with in response time	MB	92.00	n/a	n/a	n/a	95%	94%	I	95.00	94.00	I	95.00	96.00	n/a	32 incidents reported & 32 removed within timescale, 100% achieved this month. Year end result will exceed target.
LPI Depot	Number of missed household waste collections	MB	3113	n/a	n/a	n/a	950	1,145	W	1,100	1,236	I	1550	1509	n/a	91 confirmed missed collections this month, some confusion over xmas collections however performance has improved compared to November. Now within target for year end.
LPI Depot	Number of missed recycle waste collections	MB	802	n/a	n/a	n/a	800	512	W	900.00	544.00	I	1200	640	n/a	32 missed collections this month, improved performance this month, PI is exceeding anticipated targets
LPI Depot	Number of missed trade waste collections	MB	205	n/a	n/a	n/a	80	21	W	90.00	22.00	I	120	25	n/a	1 missed collection this month, this service is performing extremely well, xmas collections communicated with good results. PI is well within the target
LPI Depot	Number of written complaints	MB	219	n/a	n/a	n/a	176	172	I	198.00	203.00	W	264	296	n/a	Increase in number of complaints due to Xmas collection changes and green collections being stopped.
LPI Transport Services	% responses to Excess Charge appeals in 10 days	MB	78.00	n/a	n/a	n/a	100%	100%	S	100.00	79.00	W	100.00	75.00	n/a	Annual outturn reflects the poor performance earlier in the year but targets are now being met in most months so outturn should improve by end of year. The dip in performance this month is due to absence of two members of staff over the Christmas period; which resulted in a short period when responses were not processed within timescale

Street Scene & Waste Management Services

Revenue Budget	Approved Budget	Profiled Budget	Revised Actual	Variance	Projected Outturn	Projected Variance
		April-December	April-December	April-December		
Street Scene & Waste Management Services	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Car Parks	-848	-674	-470	204	-581	267
Cleansing	1,290	964	954	-10	1,272	-17
Depot - Miscellaneous	307	221	232	11	309	2
Environmental Enhancements	-29	-21	-15	6	-18	11
Garage	-13	-10	-19	-9	-19	-6
Grounds Maintenance	570	433	460	27	578	8
Highways	325	248	225	-23	323	-2
Refuse Collection	2,889	2,191	2,365	174	3,166	277
Travel Concessions	421	316	312	-3	423	2
TOTAL SERVICE	4,913	3,668	4,044	376	5,454	541

Notes on Revenue Financial Performance

Street Scene and Waste Management Services - £563k over

The current overspend is due to a number of factors including;

- Car parks overspend of £204k. There has been an increase in both the volume and the income from ticket sales compared to the same period last year however to December this was below budgeted income with the anticipation that to the year end income will be £140k less than the budget. The budget was set using an average increase per ticket however the actual ticket sales has not resulted in the budgeted increase. Refunds for parking at the Dolphin Centre have also increased resulting in a projected overspend for the year of £56k. Collection costs have increased by £10k as more ticket machines have been purchased. Permit sales for the year are expected to be £45k less than the budget. This is the first year the Council has charged for parking permits. These issues have been addressed as part of the 2007/08 Medium Term Financial Plan. In addition emergency repair works have been carried out at the Rubery car park at a cost of £5k and there was a need to install height barriers at Recreation Road South Car Park at a cost of £2k.
- Depot Miscellaneous –The business support unit salary cost was previously reported as an anticipated underspend to the year end of £38k. However the cost of this unit which is now predicted to be on budget at year end. There has been an additional spend of £5k on materials for the depot in relation to works associated with the Environment Agency.
- Environmental Enhancements current overspend of £6k is due to reduced use of the bring sites as a consequence of fortnightly household recycling collection. This is offset by income received from Worcestershire County Council on the recycled waste brought to the site. An overspend of £11k is projected for the year.
- Refuse collection has a projected overspend of £277k for the year. This is due to overspendings on fuel (anticipated overspend to year end of £100k but prices are currently volatile), hire costs of trade waste and recycling vehicles and increased running costs of the fleet. There have been extra tipping costs of £35k associated with the Faun vehicles that officers are currently trying to recover through negotiation with the company.
- Highways A repair work had to be carried out to the Benjamin Sanders horse trough in the town centre incurred one-off cost of £5k which was not included within the budget.

There are a number of actions being undertaken to reduce the impact of the projected overspend. These include;

- Reviewing contract for utility service provision to ensure the Council receives the most competitive prices
- Utilising the procurement manager to ensure compliance with procedures and demonstrate value for money in Procurement
- Reducing the number of hired vehicles where appropriate.
- Postponement of green waste collection between January and March 2007

Capital Budget	Revised Capital Budget	Profiled Budget	Expenditure to Date	Variance	Projected Outturn	Projected Variance
		April-December	April-December	April-December		
Street Scene & Waste Management Services	2006/07	2006/07	2006/07	2006/07	2006/07	2006/07
	£'000	£'000	£'000	£'000	£'000	£'000
Pay & Display Car Park Ticket Machines	20	14	14	0	19	-1
Concessionary Fare Implementation of Smart Cards.	20	5	0	-5	0	-20
Replacement of Fleet Vehicles (Multi Lift Vehicles)	125	0	0	0	0	-125
Skips for new 18 tonne Depot Multi Lift Vehicles	20	0	0	0	0	-20
New Tanker for Cesspools Work	59	58	60	2	60	1
Street Cleaning Vehicles & Equipment (Identified within the Depot Strategy)	519	9	18	9	193	-326
Replacement Rear Loading Trade Waste Collection Vehicle (Identified within the Depot Strategy)	127	0	0	0	100	-27
Improvements to Depot Site (2006/07 & 2007/08)	50	0	0	0	50	0
Graffiti Removal System	16	16	16	0	16	0
Vehicles & General Plant (b/f) - 3 Rear Loading Refuse Freighters	292	292	291	-1	291	-1
Pavement Sweepers for street cleansing	99	99	99	0	99	0
Total	1,347	493	498	5	828	-519

Notes on Capital Financial Performance

Expenditure year to date is in line with profiled budgets. However the projected underspend of £519k at the year end is mainly due to

Replacement of fleet vehicles (£125k underspend) - Two vehicle are on order with a delivery time of 22 weeks. This means delivery will be in May 2007 and so an application to carried forward the budget will be made at the appropriate time.

Street Cleaning Vehicles & Equipment (underspend £326k) - This scheme covers a ranges of vehicles and equipment. The underspend is due to vehicle on order but deliver is not expected until April 2007

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
Planning - Top 45														
BV106	The percentage of new homes built on previously developed land	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
BV109a	The percentage of major planning applications determined within 13 weeks	DH	1	2	0	40%	59%	61%	61%	n/a	100			
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	13	15	21	45%	71%	77%	79%	91	84			
BV109c	The percentage of other planning applications determined within 8 weeks	DH	52	102	84	70%	75%	87%	87%	87	85			
BV200a	Was a Local Development Scheme submitted by 28/03/05 and a 3 year rolling programme maintained	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV200b	Have the milestones in the LDS been met	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV200c	Has an annual monitoring report been published by December 2005	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV204	The percentage of planning appeal decisions allowed	DH	1	1	1	33%	33%	33%	29%	0	50			
BV205	The percentage score against the quality of planning services checklist	DH	15	15	15	83%	83%	83%	83%	83	83			
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	?	?	?	0%	0%	0%	0%	0	2			

Housing Benefit and Council Tax Benefit - Top 45

BV76a	Number of claimants visited, per 1,000 caseload	JLP	5.45	18.47	39.81	65	71.03	97.8	126.8	142	185			
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.56	0.54	0.54	0.54	0.53	0.53	0.53	0.32	0.32			
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	0.45	6.95	8.9	17.82	19.57	25.95	34.25	41.27	42.76			
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	0	0.21	1.74	3.26	3.61	4.46	4.68	4.6	5.74			
BV78a	The average number of days taken for processing new claims.	JLP	34.52	37.67	32.72	29.11	29.01	34.19	21.99	25.91	22.33			
BV78b	The average number of days taken for processing changes in circumstances	JLP	16.53	14.97	12.1	6.7	7.72	8.42	8.76	8.25	9.03			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	92	92	92	report oct	report oct	report oct	monthly fig 95%	94 average to date	94 average to date			
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been	JLP	n/a	n/a	n/a	n/a	n/a	52	59.87	67.4	66.63			
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	n/a	n/a	n/a	n/a	n/a	17	20.68	24.61	25.53			
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	n/a	n/a	n/a	n/a	n/a	2	2.13	2.13	2.22			

Waste and Cleanliness - Top 45

BV82ai	The percentage of household waste that has been recycled	MB	19.59	17.36	17.86	19.79	21.17	18.33	19.23	20.16	20.31			
BV82aii	The tonnage of household waste that has been recycled	MB	818.605	879.015	730.846	821.702	705.511	665.928	640.590	681.670	584.910			
BV82bi	The percentage of household waste that has been composted	MB	25.94	33.1	33.35	23.81	21.88	28.65	23.92	21.62	7.41			
BV82bii	The tonnage of household waste that has been composted	MB	806.88	1295.44	1364.16	748.1	729.48	1004.48	729.11	731.1	213.3			
BV84a	The number of kilograms of household waste collected per head of population	MB	34.82	43.15	45.08	34.85	38.74	38.66	33.61	37.28	31.75			
BV84b	The percentage change in the amount of household waste collected	MB	-12.34	7.94	3.36	-11.18	-6.67	-2.21	-5.33	-281.00	-8.48			
BV86	The cost of household waste collection	MB	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	92.08	92.12	92.32	92.7	93.15	93.22	93.33	93.56	93.91			
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	92.08	92.12	92.32	92.7	93.15	93.22	93.33	93.56	93.91			
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	n/a	n/a	n/a	17.86	n/a	n/a	n/a	n/a	17.97			
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	n/a	n/a	n/a	3.59	n/a	n/a	n/a	n/a	5			
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	n/a	n/a	n/a	1.31	n/a	n/a	n/a	n/a	1			
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to	MB	n/a	n/a	n/a	3	n/a	n/a	n/a	n/a	3			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
Environment and Environmental Health - Top 45														
BV166a	The percentage score against the Environmental Health best practice checklist	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV216a	The number of sites of potential concern with respect to land contamination	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	94	100	100	93	85	100	86	91	100			
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	94	94	94	100	100	100	100	100	100			
BV219a	The total number of conservation areas	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV219b	The percentage of conservation areas with an up-to-date character appraisal	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV219c	The percentage of conservation areas with published management proposals	DH	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		
BV226a	The total amount spent on advice and guidance provided by external organisations	RH	n/a	48,383	n/a	n/a	131,016	n/a	n/a	269,233	n/a			
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark	RH	n/a	n/a	0.97	n/a	n/a	0.75	n/a	n/a	0.42			
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters	JLP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a			

Culture and Related Services - Top 45

BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	3.60	1.40	4.90	2.70	3.60	1.80	1.8	1.50	3.46			
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	3.50	1.10	4.50	2.40	3.40	1.60	1.6	1.00	3.27			
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	176.00	0.00	85.00	0.00	0.00	0.00	0.00	14	115			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
Community Safety and Well-being - Top 45														
BV126	The number of domestic burglaries per 1,000 households	RH	0.85	0.99	0.50	0.63	0.96	0.99	0.80	0.96	1.24			
BV127a	The number of violent crimes per 1,000 population	RH	0.90	1.14	1.23	1.07	1.16	1.10	1.21	0.88	0.91			
BV127b	The number of robberies per 1,000 population	RH	0.01	0.07	0.02	0.03	0.07	0.04	0.08	0.08	0.09			
BV128	The number of vehicle crimes per 1,000 population	RH	0.98	1.02	0.84	1.07	1.08	0.76	0.81	0.94	0.97			
BV174	The number of racial incidents reported to the Council per 100,000 population	CF	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required			
BV175	The percentage of those racial incidents that have resulted in further action	CF	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required	System Required			
BV225	The percentage score against a checklist for actions against domestic violence	RH	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual

Local Indicators - Top 45

LPI Planning	Score on Building Control performance matrix	DH				75.5	75.5	70	n/a (IT system error)	n/a (IT system error)	n/a (IT system error)			
LPI CEO	Number of small business start ups	DH	9	3	5	1	2	3	4	1	6			
LPI CEO	% of business survival rate	DH	annua	annua	annua	annua	annua	annua	annua	annua	annua			
LPI Depot	% animal/debris cleared within timescales	MB	50	100	72	87	100	100	100	100	100			
LPI Depot	% of flytips dealt with in response time	MB	83	96	100	100	100	100	88	98	100			
LPI Depot	Number of missed household waste collections	MB	130	155	228	169	110	111	93	148	91			
LPI Depot	Number of missed recycle waste collections	MB	60	63	52	88	87	41	67	74	32			
LPI Depot	Number of missed trade waste collections	MB	6	2	3	3	0	0	2	5	1			
LPI Depot	Number of written complaints	MB	13	27	21	30	21	23	18	19	31			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
LPI Community Services	Number of attendances at arts events	RH	198.00	248.00	304.00	2,495.00	12,060.00	450.00	580.00	1,250	235			
LPI Sports Services	Dolphin Centre Usage	RH	37,943	36,591	32,773	47,068	45,530	44,015	47,864.00	44,749	20,668			
LPI Sports Services	Haybridge Sport Centre Usage	RH	12,124.00	13,215.00	14,239.00	13,654.00	10,686.00	17,233.00	14,257.00	15,633	10,145			
LPI Sports Services	Woodrush Sports Centre Usage	RH	12,846.00	12,365.00	12,177.00	14,207.00	9,524.00	13,747.00	14,801.00	14,156	12,591			
LPI Community Safety	Respond to emergency calls in 30 secs	RH	98.00	97.00	96.51	96.60	96.80	97.00	98	98.00	98.00			
LPI Community Safety	Respond to emergency calls in 1 minute	RH	99.43	98.97	98.92	0.98	0.98	99.12	99.78	99.00	99.48			
LPI Community Safety	Lifeline equipment installed within 5 days	RH	100	100	100	100	100	100	100	100	100			
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	RH	100	100	100	100	100	100	100	100	100			
LPI Transport Services	% responses to Excess Charge appeals in 3 days	MB	13	27	21	30	21	23	100.00	100.00	79			

BVPs - Corporate Health

BV2a	The level (if any) of the Equality Standard for Local Government to which the Authority conforms.	CF	1	1	1	1	1	1	1	1	1			
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	76%	76%	76%	76%	76%	76%	76%	76	76			
BV8	Percentage of invoices paid on time	JLP	?	?	?	90.54	92.21	93.47	92.98	97.64	98.85			
BV9	Percentage of Council Tax collected	JLP	11.07	20.87	30.41	39.98	49.28	59.07	65.58	77.9	87.3			
BV10	Percentage of Non-Domestic Rates collected.	JLP	9.77	18.65	28.24	36.7	48.16	49.56	64.82	77.58	85.8			
BV11a	The percentage of top 5% of earners: who are women	JP	25	16	16.6	21.7	22.7	22.7	22.73	22.73	23.8			
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0	0	0	0	0	0	0	0	0			
BV11c	The percentage of top 5% of earners: with a disability	JP	5	4	4.2	4.34	4.55	4.55	4.55	4.55	4.76			

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
BV12	The average number of working days lost due to sickness.	JP	0.92	1	0.96	0.89	0.88	0.90	0.91	0.91	0.89			
BV14	The percentage of employees retiring early (excluding ill-health)	JP	0	0	0	0	0	0.3	0.3	0	0			
BV15	The percentage of employees retiring on grounds of ill-health	JP	0	0	0	0	0	0	0.3	0	0			
BV16a	The percentage of employees with a disability	JP	1	1.2	1.2	1.12	1.18	2.2	1.96	1.97	1.97			
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	11.73	11.73	11.73	11.73	11.73	11.73	11.73	11.73			
BV17a	The percentage of employees from minority ethnic communities	JP	0.75	0.99	0.99	0.97	0.95	0.98	0.98	0.98	0.98			
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18	2.18			
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	AB	Not known	Not known	Not known	Not known	Not known	Not known	Not known	Not known	Not known			

Local Indicators - Corporate Health

LPI Corporate	% of full responses sent within 10 days	HB	82.00	73.00	70.00	73.00	73.00	88.00	89.00	95.80	95.45			
LPI Legal Services	% draft S106 sent out within 10 days.	CF	100%	100%	100%	100%	100%	100%	100%	100	100			
LPI Financial Services	Financial monitoring reports sent to members	JLP	?	?	?	100%	100%	100%	100%	100	100			
LPI Financial Services	Number of days to complete systems and account reconciliation work.	JLP	?	?	?	4.00	3.00	3.00	3.33	5.33	3			
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JLP	?	?	?	3.00	3.00	4.00	4.00	3	2			
LPI Financial Services	% of audit assignments completed in timescale	JLP	?	?	?	100.00	100.00	89.00	90.00	92	93			
LPI Financial Services	% of the scheduled audit plan delivered	JLP	?	?	?	3.00	13.00	30.00	33.00	40	47			
LPI Human Resources	% of staff appraisals undertaken	JP	n/a	n/a	n/a	n/a	99	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Ref	Description	HoS	2006/07 Actuals											
			Apr. 06	May. 06	Jun. 06	Jul. 06	Aug. 06	Sep. 06	Oct. 06	Nov. 06	Dec. 06	Jan. 07	Feb. 07	Mar. 07
LPI Human Resources	% of staff turnover	JP	1.25	0.74	0.74	1.21	0.95	1.47	0.49	0.49	1.23			
LPI IT Services	% of helpdesk call closed within timescales	DP	96.89	93.98	93.89	96.45	84.1	72.54	66.92	62.91	64.85			

Local Indicators for Customer Service Centre

CSC	Monthly Call Volumes Customer Contact Centre	DP	10,784	13,548	9,083	8,324	7,142	7,179	6,839	6,548	5,998			
CSC	Monthly Call Volume Council Switchboard	DP		10,795	10,963	9,123	8,803	7,614	7,923	7,841	5,761			
CSC	Resolution at First Point of Contact all services	DP	77.96	76.58	82.88	83.2	82.03	84	0.84	86	82			
CSC	Resolution at First Point of Contact Telephone	DP	77.3	76.76	83.14	81.93	78.94	83	0.82	85	80			
CSC	Resolution at First Point of Contact Face to Face	DP	81.1	76.99	84.45	89.09	93.52	91	0.92	92	90			
CSC	Customer Satisfaction Rating	DP	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual	Annual
CSC	Telephone Service Factor (monthly target)	DP	28.2	32.98	38.4	52.45	48.96	53	65.00	63	73			
CSC	Telephone Service Level (% of days in month TSF met)	DP	32	36	45	58	54	42	56	19	25			
CSC	Average Speed of Answer	DP	88	71	68	46	44	35	30	25	25			
CSC	% of Calls Answered	DP	62	72	73	83	76	75	84	74	87			
CSC	Finance - Number of transactions face to face (cashier)	DP	2,987	3,068	3,086	3,008	2,760	2,757	2,789	2,747	2,195			
CSC	Finance - Number of transactions by telephone taken by CSA	DP	401	376	404	363	310	309	350	369				
CSC	Finance - Number of transactions by internet	DP	131	161	162	164	147	155	176	150				
CSC	Finance - Number of transactions by Automated Telephone Payments	DP	0	0	25	54	38	70	64	57				

BROMSGROVE DISTRICT COUNCIL

16 FEBRUARY 2007

PERFORMANCE MANAGEMENT BOARD

COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Head of Service	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To provide the Board with the Council's CPA self assessment to help inform the Board's future work programme and to provide an update on the CPA process.

2. RECOMMENDATIONS

- 2.1 That the Board notes the CPA self assessment (Appendix 1).
- 2.2 That the Board considers the assessment, in particular, the contextual information, the summary paragraph at the start of each key line of enquiry and the conclusions. That the Board considers the findings in the self assessment and takes these into account when considering the future work programme of the Board.
- 2.3 That the Board is briefed at the meeting by a member of the Strategic Management Team on the forthcoming inspection.

3. BACKGROUND

- 3.1 The Council completed its CPA self assessment on the 22 January. The Council wishes to use the CPA process to validate its Improvement Plan and to identify further areas for development through 2007/08 and beyond. The self assessment is written against five lines of enquiry: ambition, prioritisation, capacity, performance management and achievement/improvement. Each key line of enquiry has a detailed set of descriptors. These can be found on the Council's Internet site at: http://bromsgrove.whub.org.uk/home/cpa_kloes_july_2006.pdf
These descriptors represent best practice.

4. REPORT

- 4.1 The CPA inspectors will be on site from the 26 February to the 02 March. The self assessment is a key document for the inspectors. Good local authorities do not use the self assessment document solely as a means to impress the inspectors, but also to reflect on progress and issues that remain to be tackled. The self assessment provides a wealth of information about the District and the Council; as a result it provides the Board with a useful overview document with which to consider issues the District and the Council face, which in turn could influence the work of the Board.
- 4.2 Members will be interviewed during the CPA site visit. The Council is keen not to spin this process and wants to be open about its progress and outstanding issues, nevertheless, most interviewees appreciate a briefing on the process. A member of SMT will attend the Board meeting to provide this for Members.

5. FINANCIAL IMPLICATIONS

- 5.1 No financial implications

6. LEGAL IMPLICATIONS

- 6.1 No Legal Implications

7. CORPORATE OBJECTIVES

- 7.1 Council Objective - Improvement.

8. RISK MANAGEMENT

- 8.1 Reputation is the key risk during a CPA process. The Council has established a working group to identify risks/problems and manage these.

9. CUSTOMER IMPLICATIONS

- 9.1 None

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: Potential scrutiny of Council policy in light of CPA self assessment.
Environmental: None
Equalities and Diversity: None

11. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Agreed CPA Self Assessment.
Acting Chief Executive	Agreed CPA Self Assessment.
Corporate Director (Services)	No
Assistant Chief Executive	Yes
Head of Service	No
Head of Financial Services	No
Head of Legal & Democratic Services	No
Head of Organisational Development & HR	No
Corporate Procurement Team	No

12. APPENDICES

Appendix 1 CPA Self Assessment

13. BACKGROUND PAPERS

http://bromsgrove.whub.org.uk/home/cpa_kloes_july_2006.pdf

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Bromsgrove
District Council

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CPA Self Assessment

Bromsgrove District Council

January 2007



Contents

1. **Local Authority Context and Summary.**
- Q1 What is the Council, together with its partners, trying to achieve?**
2. Ambitions for the Community
3. Prioritisation
- Q2 What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?**
4. Capacity
5. Performance Management
- Q3 What has been achieved?**
6. Achievement and Improvement
- 7. Conclusions**
- Appendix 1**
- Self Assessment Score by Council
- Appendix 2**
- References

1. Local Authority Context and Summary

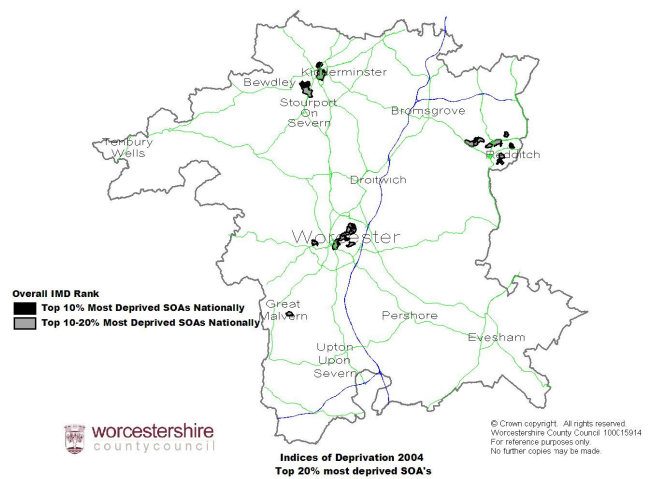
Geography and Communities

- 1.1 Bromsgrove District is in north Worcestershire, covering a large district area of approximately 83.9 square miles. Whilst only 14 miles from the centre of Birmingham, the Lickey Hills country park provides an important dividing line between the urban West Midlands Conurbation and the rural landscape of north Worcestershire. Ninety percent of the District is greenbelt which causes problems for housing policy (see 1.5). Four radial routes pass through the District, each served by railway lines and major roads, including the M5 running north and south, the M42 running east and west, with further links to the M40 and M6.

Table 1 – Map of Bromsgrove District



Table 2 – Map of County Deprivation



- 1.2 Data suggests that 16,643 people travel into the District for work, with 26,112 (29%) of the population travelling out, a net commute out of 9,469¹. Our main communities are detailed in Table 1. The District has no wards in the top 20% most deprived in England (see Table 2 above)².

Population

- 1.3 The population of the District is 90,550³ with the District experiencing a 0.8% increase between 2003 and 2004 (the joint highest in Worcestershire)⁴. This increase is mainly attributable to inward migration as a result of a number of large housing developments, with the District clearly being viewed as an attractive location to live and work in (or commute from). The District's population is also set to expand by a further 0.9% between 2006 and 2010, the second highest in Worcestershire (some districts in the County are predicted to see a contraction in their population during the same period)⁵. The black and minority ethnic population (BME) is only 3.3%⁶ which is low for the region and nationally. This BME % comprises 1% Irish, 0.8% Asian, 0.8% mixed, 0.4% black and 0.3% Chinese⁷. There are 37,798⁸ households in the District. Over 25% of households contain only one older person⁹. An estimated 6,964 households in the District have one or more members in an identified special needs group¹⁰. This is 19.1% of all households in the District, well above the national average¹¹; of these 56.7% have a physical disability and 37% are frail elderly¹².

Economy

- 1.4 The economic picture of the District is generally very positive. The mean household income is £36,906¹³, which is the highest in the County (the County average is £32,699). There are two major areas of economic concern within the District: the redevelopment of the Longbridge site and Bromsgrove town centre. In April 2005, parts of Phoenix Venture Holdings (PVH), most significantly MG Rover and PowerTrain entered administration, resulting in the closure of the Longbridge car plant. These parts of the Group employed around 5,850 people in the West Midlands and an estimated £410m was spent with firms based in the West Midlands as part of the supply chain. Whilst employment levels naturally increased with the closure, the District's unemployment levels have returned to very low levels (2.5%)¹⁴. The Town Centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. The number of VAT registered businesses in the District has also fallen in recent years¹⁵.

Sustainable Development

- 1.5 One of the biggest issues facing the District is affordable housing: 83.4% of households are owner occupied¹⁶, the 11th highest figure in England and Wales and house prices are rising faster than the national average with the average house price being £219,949¹⁷. The Council is currently operating a planning moratorium with only affordable housing developments being built. The Housing Strategy has a target of 80 units of affordable housing a year for the next five years¹⁸.

Education, Deprivation and Health

- 1.6 The percentage of the population qualified to NVQ Level 4 is significantly higher than average¹⁹. GCSE results gained at local authority schools and colleges in Worcestershire in 2004 were amongst the highest in the country (56.1% achieved five or more GCSEs at A*-C)²⁰. The District ranks 293rd out of 354 councils on the national index of multiple deprivation 2004 (where one is the most deprived)²¹, making the District one of the least deprived nationally. Sidemoor is the most deprived area of the District and only 4,050 households are in receipt of housing or council tax benefits in the District²², one of the lowest figures in Worcestershire. As a result, identifying the vulnerable within our communities is more difficult than a district with geographic areas of deprivation.
- 1.7 Generally, the District's population is healthier than the regional average. Young people (18-24) have a high risk status being the most likely to smoke, binge drink and not take exercise. Potentially, we could be storing up problems for our young people. The most recent Primary Care Trust (PCT) annual report²³ noted that our children's health is good, but there is a need for more child and adolescent mental health services. The PCT retain a concern (shared by the Council's own Community Safety Team) that domestic violence remains "common place". Between 2000-2003 teenage pregnancies increased marginally across Worcestershire (the overall rate is significantly lower than England as a whole).

Crime and Fear of Crime

- 1.8 There has been a 31.9% reduction in headline comparator crime figures for the District over the last three years²⁴. This, together with the Partners and Communities Together (PACT) community meetings, has had a very positive impact on fear of crime in the District: 97% of residents feel safe during daytime and 70% after dark²⁵. Low level crimes like: anti-social behaviour, litter, rubbish, "young people hanging around",

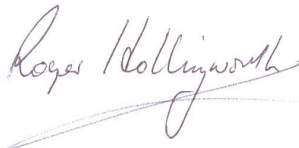
vandalism and criminal damage remain an issue. Drug offences are low. The areas with the highest use in the District are the three prisons. There is a “supply” issue at HMP Blakenhurst and HMP Brockhill. Charford is the only ward where drug use is a significant issue.

Regulatory, Political, Managerial and Financial Context

- 1.9 The Council is currently poor rated and is in voluntary engagement with the DCLG. The Council received its most recent corporate inspection, a Progress Assessment²⁶, in December 2005. As a result of the assessment, six priorities for improvement were agreed with the Audit Commission 1) prioritise resources through the 2006/07 budget process and beyond in line with corporate priorities; 2) ensure effective performance, financial and risk management, in particular, and a SMART and resourced corporate plan (referred to throughout the document as the Council Plan); 3) improved Members’ decision-making and scrutiny; 4) improve cross party working; 5) ensure improvements in service delivery in the Benefits and Streetscene services; and 6) obtain customer feedback on services and link to service improvement. The Council can demonstrate progress on all of these.
- 1.10 The Council has a majority Conservative administration, with 24 Conservatives, six Labour, six independents, two Wythall Residents Association and one Liberal Democrat. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board. There is also a Planning Committee, Standards Committee and Licensing Committee. The Council has a new Corporate Management Team (CMT), an Acting Chief Executive since May 2006 and an experienced ex-London Borough Chief Executive embedded into the structure as an Improvement Director to provide additional strategic support and mentoring to the Acting Chief Executive. The Council’s relationship with the County Council is a challenge, but the Council does recognise the importance of this relationship.
- 1.11 The Council has a net budget of £11.808m (2007/08), a planned Council Tax increase of 4.99% and Government Grant of £4.729m²⁷. The Council employs 454 staff and the last employee survey identified staff morale as low²⁸ – it is now improving.

CPA Self Assessment and Performance

- 1.12 The Council requested an early CPA against the new 2006 Framework in order to validate our Improvement Plan and identify areas of improvement which will be added to our next Improvement Plan update. We aim to achieve a fair rating in 2008 and ultimately become a council providing excellent services and outcomes for our residents.



Roger Hollingworth
Leader of the Council



Peter McDonald
Leader of the Opposition



Kevin Dicks
Acting Chief Executive

What is the Council, together with its partners trying to achieve?

2. Ambitions for the Community

- 2.1 Until recently, the Council's strategic focus has been on re-building the Council to be fit for purpose. As a result the Council's ambitions for its communities are not yet fully developed. The Council accepts it needs to develop a stronger evidential understanding of the issues facing the District, improve the external communications of its ambitions, articulate these ambitions through the updates of the Council Plan and Community Plan, develop a number of key strategies e.g. regeneration and health, and better co-ordinate consultation activity.
- 2.2 The Council's Vision is: "Working together to build a District where people are proud to live and work, through community leadership and excellent services". The Vision and the Values that underpin it: Leadership, Partnership, Equality and Customer First, have been developed through our change programme "Building Pride". The programme recognises that the Council needs to re-build a sense of pride in working for the Council through the delivery of long term outcomes and excellent services.
- 2.3 The Council developed its Vision, Values, Objectives and Priorities through a range of focus groups¹. It also met with its key partner agencies to find out their priorities, wrote to every member of staff and appointed a range of staff champions to facilitate staff views and consulted on its priorities at an Equalities and Diversity Consultation Event. The Council has explicitly adopted three of the Bromsgrove Partnership's (District LSP) priorities as Council priorities and accepts the need to improve its understanding of the needs of its communities and its contribution to the fourth priority, the Local Area Agreement (LAA). The Council is addressing this through the Customer Panel and the piloting of two area committees. This information, plus information on performance, demographics and deprivation were brought together on a two day Cabinet/CMT meeting to develop the Council's strategic agenda. In future years, the Council will further develop both the quality of data used and the level of Member involvement, particularly, front line Members.
- 2.4 The Council has a one year Specific, Measurable, Agreed, Realistic and Targeted (SMART) Improvement Plan² to support the delivery of the Vision. As part of the Improvement Plan the Council has developed four Council Objectives with three year priorities (2007/2010) for each objective³:
 - (1) **Council Objective One: Regeneration** with the Town centre, Longbridge and Housing as its priorities.
 - (2) **Council Objective Two: Improvement**, with Customer Service, Reputation and Performance as its priorities.
 - (3) **Council Objective Three: Sense of Community and Well Being**, with Community Influence and Community Events as its priorities.
 - (4) **Council Objective Four: Environment**, with Clean District and Planning as its priorities.
- 2.5 The Council accepts that its ambitions need to be articulated better through the development of outcome measures and is currently developing a Council Plan 2007/2010 to be issued in February 2007, which will include a set of corporate key deliverables framed as outcome measures, milestones, linked to the County wide Local Area Agreement⁴ and integrated into the medium term financial plan.

- 2.6 The Council has communicated its Vision, Values, Objectives and Priorities to staff through a range of mechanisms including regular staff forums; a bi-weekly Core Brief, delivered by managers and cascaded via team meetings, team action plans as part of the service business planning process⁵, personal development reviews (PDRs), posters for each of its values and one for the Vision and a programme of attendance by senior management at team meetings. Press releases are also sent to all staff on e-mail and the Council's Internet has also recently been redesigned. The Council has also introduced the principle of management conferences for the first time in Autumn 2006, to start achieving "buy in" from middle management .
- 2.7 During 2007, the Council will focus on the external communication of its ambitions. The Council has recently appointed a Communications and Customer First Manager; intends to overhaul its resident's magazine and double the number of issues to address this and has also recently adopted a Statement of Community Involvement⁶. The Council is not unique in being concerned about the lack of understanding within our communities on the balances that have been struck when developing our plans and why.
- 2.8 Through the I&DeA Top Team Development Programme, there is now a sense of shared purpose between Cabinet and CMT and ambition for our communities. The Leader of the Council has also established a Leader's Meeting (Leader and Leader of the Opposition) to improve cross party working. This shared ambition is underpinned by a Member/officer protocol⁷, a Member/Member protocol⁸, job descriptions for key Member positions⁹, a Management Competency Framework¹⁰ (which in turn is planned to be cascaded to all staff within the Council) and a Modern Councillor training programme.
- 2.9 The Council is currently taking steps to identify longer term sustainable outcomes that it and its partners can achieve, through a bid to the Government's Intervention Fund¹¹. The LSP Board has four agreed priorities; the town centre, Longbridge, affordable housing and contribution to the Local Area Agreement¹². Whilst there is a reasonable degree of clarity about the first three priorities, the fourth priority is currently underdeveloped. Through the bid, the Council aims to carry out further work on identifying the social, economic and environmental issues the District faces, what contribution the LSP Board can make to addressing these (using the LAA as a strong starting point), and developing a stronger performance management framework.
- 2.10 The Council commissioned a series of focus groups on customer service¹³ and the budget as part of its 2006/07 and 2007-2010 budget preparations. The Council's Consultation Policy¹⁴ requires each service business plan to contain a consultation plan. Recent consultations include: the Gambling Act, the issues and options for the future of Longbridge and its Inclusive Equalities Scheme¹⁵, which was launched at a Equalities and Diversity Consultation Event in September 2006. The Council also sends senior officers to the Partners And Communities Together community meetings, holds quarterly Parish Forum meetings, is piloting two area committees¹⁶, has introduced public speaking at Planning Committee and has run a number of public meetings on various local issues, including the recent merger of the PCT. The Council has also undertaken consultations in Belbroughton, Alvechurch and Stoke Prior on the suitability of potential sites that have been identified for affordable housing and has recently established a Private Landlords Forum. While at an early stage, the two pilot area committees are designed to enable Members from all three tiers to champion the needs of their particular communities through the development of neighbourhood plans and prioritising issues for officers.

- 2.11 In order to deliver the Council's ambitions, Cabinet and senior officers have demonstrated their willingness to tackle difficult problems and take tough decisions. Examples include: a Council wide restructure, which resulted in a number of redundancies and most of the then management team leaving. Car parking charges were increased through the 2006/07-2008/09 budget, charges were levied on the previously free passes and charging for disabled parking introduced in the light of the new shopmobility service provision. In addition, the Council has removed the historical concurrent function payment provision to parish councils and suspended the green waste collection this winter. Through the Medium Term Financial Plan¹⁷, the Council will stop funding for the Woodrush and Haybridge sports centres in 2007/08.
- 2.12 These tough decisions are now taken within a clear strategic framework provided by the Council Objectives and priorities and a three year Medium Term Financial Plan. For the 2007-10 budget, all budget bids and savings have been ranked as unavoidable, high, medium or low, based on their contribution to the Council's strategic agenda and the aim to limit Council Tax to a maximum increase of 4.99%.
- 2.13 The Communications Strategy¹⁸ first priority is the demonstration of visible leadership. Senior Members and managers have adopted a range of leadership styles over the last twelve months depending on particular circumstance e.g. directive in setting the Council's objectives and priorities, working in partnership through the LSP, cross party working through the opposition party chairmanship of scrutiny boards, listening at PACT meetings, empowerment through the pilot area committees and understanding through a programme of "back to the floor"¹⁹ days for every member of the CMT.

3. Prioritisation

- 3.1 The Council now has a set of priorities and the basic processes in place to convert these into service improvements. It accepts that these processes are new and therefore not yet embedded. Areas for development include: strengthening the link between the Council Plan and future budget cycles; increasing the involvement of all sections of our communities in the design and delivery of services and improving the clarity of our partners roles within the Council Plan and other key strategies.
- 3.2 The Council's Vision and its Objectives have been translated into ten priorities for the period 2007/2010¹. These are based on an understanding of what matters most to our local communities. The priorities also reflect some issues that the Council knows are important, these include the regeneration of Longbridge and an excellent planning function, which will be critical to delivering priorities like the town centre and Longbridge. The Council understands that a performance management framework with a golden thread is critical for delivering these priorities (see section 5).
- 3.3 The Improvement Director has identified that the performance framework does need to be better integrated with the financial framework and an outline timetable for the 2007/08 has been agreed by Cabinet²; nevertheless, the Council is working on integrating its approach to setting priorities and allocating resources. The agreement of the Council's strategic agenda started the 2007/08 financial/performance cycle and was followed by the development of draft service business plans including growth bids and savings with the draft Medium Term Financial Strategy being considered at December Cabinet. The priorities have been agreed for the next three years and the Council's resources will be more closely aligned to its priorities over the medium term.
- 3.4 Because the Council has only recently defined its strategic agenda and is still working on articulating this through a Council Plan 2007/2010, the linkages between the various aims and objectives to deliver a cross cutting programme will require further

refinement through each performance cycle. The Council has begun work on this by using the balanced scorecard to identify how its financial management, process management and human resource management contribute to the Council's front line service priorities.

- 3.5 The Council's Objectives have been defined in broad terms³ and referenced to national policy and the Worcestershire Local Area Agreement. By providing a broad definition for each Objective, the Council's leadership were then able to select which aspects of each Objective are a priority, so for example, under Council Objective Three: A Sense of Community and Well Being, the Council has made Community Influence a priority (in line with the recent Government White Paper), but has not made the Choosing Health agenda a priority, instead setting a local priority around community events, which is an aspect of the community cohesion agenda. Similarly, the Council has not made community safety a Council priority due to the reductions in crime within the District, but the Council remains a key partner in the Crime and Disorder Reduction Partnership. Under environment, the Council has made a clean district a priority and an improved planning service, but not recycling (which is already performing well) or carbon emissions (the Council is undertaking some work on this, but through external funding rather than the use of its own resources⁴).
- 3.6 The identification of the ten Council priorities and the development of targets and milestones in support of these means the Council is clear about what is important. The review of the medium term financial plan has clearly defined that all additional requests for funding have to demonstrate where the resource will achieve the delivery of the Council's objectives and priorities. The services that do not focus on the Council's priorities will have resources realigned to those of priority need. In addition, officers have investigated alternative methods of service delivery e.g. collaborative or shared working practices to enable the release of financial resource to other services in the delivery of our objectives. Budget savings in excess of £1.0m have been identified through this approach for 2007/08⁵. The Council already has a one year Improvement Plan. The Improvement Plan contains 21 actions supported by measures of success, detailed actions and resourcing (the Council released £350,000 from its reserves⁶ to help finance the Plan). The Council accepts that the Improvement Plan is ambitious and some re-programming has been required, nevertheless the Improvement Plan is on target. The Council Plan will include a set of key deliverables for each priority, with outcome measures and milestone measures and is due to be approved at February's Cabinet.
- 3.7 The Council now has a solid track record of delivery against SMART action plans. The Council delivered its previous Recovery Plan⁷, which was largely focused on the Resources Directorate and now has an Improvement Plan which clearly states the lead responsibilities, resource requirements, milestones and targets. This Improvement Plan was agreed by Cabinet and the Government Monitoring Board and is reported on monthly at CMT, PMB and Cabinet. The Council Plan will include a set of SMART key deliverables, while service business plans contain team actions plans. For large projects the Council has a project management methodology⁸.
- 3.8 The Council would accept that it needs to improve how the needs of all sections of our community are taken into account in the design, delivery and evaluation of services. It has recently commissioned a customer service peer review, has a Customer First Strategy⁹ (which includes plans to Charter Mark services), is introducing customer standards through the 2007/08 service business planning, has an Equalities Forum (and a Disabled Involvement Group) and plans to develop a youth forum and older people's forum in 2007/08. It also has funding to appoint a disabled outreach worker, introduced assisted collections for refuse collection and recycling, appointed an

Equalities Officer, which has led to developments like a translation service, clearer information for non-English speaking residents and partially sighted residents when they receive letters and a welfare officer in the Benefits Team who is working on the County Council's 3rd Age Project, to visit the elderly in their homes and to provide a co-ordinated service across a number of agencies.

- 3.9 The Council can demonstrate a link between its priorities and published statutory and other plans. Examples include the Spatial project¹⁰, Customer First Strategy¹¹, Streetscene Strategy¹², Communications Strategy¹³, People Strategy¹⁴, Inclusive Equalities Scheme¹⁵, Capital Strategy¹⁶, Value for Money Strategy¹⁷, Management Development Strategy¹⁸, Modern Manager Framework¹⁹, Medium Term Financial Strategy²⁰ and Housing Strategy²¹; however, with the Council's strategic framework being only recently agreed this alignment is partial and further work will be required as and when strategies are refreshed. In addition, the Council accepts that it needs to improve and clarify the roles of its partners within the various plans. The re-launch of the Community Plan will be key to this. The Council's Improvement Plan contains an agreed action to feedback on the changes to its priorities once agreed through the Council Plan.
- 3.10 The Council has made extensive use of learning from other organisations in the development of its strategic agenda. The development of the Improvement Plan was assisted by Walsall MBC (changes to the Planning Service and the Council's Team of the Month Scheme also originated from Walsall MBC). The Council has recently undertaken an emergency planning exercise with the support of other councils; has taken on board learning from other councils that have used Performance Plus (the Council's performance management software), learning from Kerrier District Council about CPA and researched Warwickshire County Council's and Bracknell Forest's approaches to town centre redevelopment. The Council has visited Northamptonshire County Council to learn about its approach to diversity, Wychavon District Council to find out about their sports trust, Watford Borough Council to find out about their change management programme and Kettering District Council to learn about their planning function. The Council has worked with GOWM and BDHT on trying to develop innovative approaches to affordable housing. The Council has received substantial support from Solihull MBC on both performance management and communications. Through the delivery of the Improvement Plan, the Council can clearly point to how this learning has and is being used, but would accept that the sharing of this learning across the Council could be improved.
- 3.11 The Council is working towards Level 3 of the local government equalities standard. In support of this the Council has developed and published an Inclusive Equalities Scheme²² and an easy read version of the Disability Equality Scheme²³. A framework has been developed to ensure that impact assessments are being undertaken by each department and that individual support is being provided where necessary. In order to consolidate the work done around the Standard the Council is now incorporating this into the business planning process. This now needs to be clearly focused on the operational areas thereby progressing the commitment from principle to outcome. The general commitment to equality is now evident and the Council presents a broad understanding of the Equalities Standards; however, there is a need for the Council to ensure that this commitment is integrated consistently across each service area. The Council has made significant progress in the development of an effective consultation framework and this directly supports our work around equality and diversity. The critical issue is the inter-relationship between the Inclusive Equalities Scheme and service delivery. By maintaining this approach through the medium term the Council is confident that it will better reflect the diverse needs of its community. The Council has

also recently been successful in receiving a £95,000 Capacity Building Fund grant for equalities work²⁴.

4. Capacity

- 4.1 The Council has come a long way from a low base in the last nine months, with the change in political and officer leadership being the catalyst for sustained action. Many issues have been addressed and firm plans are in place to implement numerous changes in practice; the timing is such that it is not possible to demonstrate the effectiveness of these, but what can be shown is that issues have indeed been systematically tackled and best practice, recognising the size of Bromsgrove, adopted. Areas of focus during 2007 onwards include embedding risk management, value for money; and delivering Single Status.
- 4.2 Working arrangements between political groups and external partners have improved significantly and the role of the Cabinet and officers is understood and has been enhanced by the creation of the Council's Performance Management Board, chaired by the Leader of the Opposition, which scrutinises performance. Generally internal working relationships are good, but the level of trust by Members of officer advice has yet to reach the desired standard. This is understandable and reflects many years of poor political and managerial leadership.
- 4.3 There is a clear commitment to lifting the Council's performance and reputation; however the scope and pace of change is now recognised as needing to be more realistic given the resources available and the breadth of the change agenda. 2006/7 has been and will continue to be a year of significant change and it is recognised that while further changes will occur in 2007/8 a period of stability is needed to embed the new practices, procedures and teams recently created. The PDR process will identify training needs and a prioritised approach to meeting these is planned. The Council has recently reviewed the way the Council's CMT operates¹ and the agenda that it addresses so as to enhance its contribution. The Council has made a start on risk management², but recognises that this needs development as does its approach to VFM. The Council's current VFM profile is mixed³ with the Council being relatively low spending when compared to its family group. The Culture and Communities Department has a high proportional spend in comparison and is an area that is under review for alternative ways of service delivery to provide better value for money. The Council recently agreed a VFM Strategy⁴ including an approach to scoring each service's VFM and developing agreed actions through the service business planning process⁵. In the short term it has been support services that have received the most attention and investment, ensuring that the financial; human and ICT resources and practices are upgraded to support service delivery of the Council as a whole. As the numerous changes made to recover the poor practices that were evident in Bromsgrove for far too long become engrained it will be possible to direct more attention, management capacity and investment to supporting and enhancing front line service delivery.
- 4.4 Despite the recognition of the need to achieve a period of stability, the Council is mindful that Single Status may have an adverse affect upon the need to achieve such stability, but remains committed to the national agenda in respect of the implementation of Single Status and the associated pay reviews. Work towards the implementation of Single Status has begun in earnest with a pilot job evaluation exercise having taken place during Autumn 2006, with the main evaluation due to commence in February 2007.

- 4.5 The Council recognises that a healthy industrial relations climate is important to the delivery of the Council's services. The Acting Chief Executive, Corporate Director Services and Head of Human Resources and Organisational Development meet with union representatives each month. The Council recognises that union membership is relatively low and uses other communication channels like staff forums to communicate directly to staff. The Council is continually working to improve health and safety and has recently set up a Health and Safety Committee. The Council has a positive relationship with the local Health and Safety Inspector and recently completed its first Council wide health and safety audit⁶.
- 4.6 The Council has gone through a steep learning curve, employed external help and has recently (November 2006) refocused the content, format and frequency of its performance reporting arrangements so that they are fit for purpose recognising the size, capacity and resources available. The arrangements for the future will undoubtedly enhance the Council's ability to improve service delivery. While service performance in the form of performance indicators has been subject to regular reporting and scrutiny, integration of service data, financial data and key actions was only implemented from December 2006. This factor and the business planning and performance management process now adopted and formally approved by the Cabinet in December 2006⁷ will enhance the capacity of the Council to focus upon and achieve continuous service improvement. This will further clarify the respective roles of Members and officers and enhance officer accountability through the PDR process to apply from February 2007
- 4.7 Decision making is timely and supports the achievements of priorities. The Council operates a rolling Forward Plan⁸ of all decisions to be sought from the Cabinet over a four month period, which is reviewed at CMT meetings weekly. Each Cabinet report is asked to identify the impact on the Council's priorities and a range of other factors e.g. customer first, equalities, financial, legal and human resource implications. Report authors have to complete a checklist of consultations undertaken with other officers and portfolio holders on the contents. Cabinet Members also take responsibility for presenting reports relevant to their portfolio at Cabinet meetings. Performance in meeting Forward Plan targets is monitored as a local indicator.
- 4.8 The Council recognises its duty to demonstrate openness and transparency in its decision making processes. The Standards Committee and Monitoring Officer have developed overview and scrutiny procedures designed to promote high ethical standards, but the Council accepts this is still an area of development. In order to raise the overview and scrutiny profile the Member Bulletin, scheduled for release on 31 January 2007, will contain a section dedicated to Scrutiny. Whilst recognising the importance and need to uphold high ethical standards the Council recognises the challenges faced by all local authorities in managing the overview and scrutiny process. In order to address this the Council is working with the I&DeA, utilising the ethical governance toolkit.
- 4.9 The Council clearly recognises the value of people and has a People Strategy⁹, health and safety procedures and effective industrial relations. The Council has retained Investors and People Status, but has an action plan¹⁰ to ensure it meets all the standards when it goes forward for re-accreditation in July 2007. The Council has also introduced a significant range of human resource techniques to improve capacity within its workforce. These include PDRs, a skills audit through the modern manager framework¹¹, a middle manager training programme and Top Team Programme. The Council accepts it has some way to go to ensure that it delivers a modern and consistent approach to people management.

- 4.10 The Council is continuing to make considerable use of external suppliers and expertise to deliver its priorities. Examples include: business process re-engineering for the spatial business project, the use of consultants on business planning and the development of the risk management strategy¹². The Council has introduced a new capability procedure¹³ and new Sickness Absence Policy¹⁴ to enable swifter action to be taken. Through its performance monitoring the Council monitors sickness absence, staff turnover, early retirements and a range of indicators to ensure its workforce is representative of the community¹⁵. The Council has introduced new recruitment advertising to improve these statistics. The Council is currently undergoing Single Status; as a result the Council has re-programmed the approach to workforce planning to 2007/08.
- 4.11 The capacity of the Council's key post-holders, both Members and officers has improved in the last 14 months. The Council has a new CMT and an experienced Improvement Director¹⁶ to offer strategic guidance and mentoring to the Acting Chief Executive. All Cabinet Members (and CMT) have been through the Top Team Development programme. The Council has also made changes to its Constitution¹⁷ and Scheme of Delegation¹⁸ to reflect a more modernised approach and is developing a robust process to ensure that the Constitution remains a live and relevant document that mirrors the way the Council conducts its affairs. In doing so the Council recognises the need for further revisions and this work is in progress. The Council has reviewed a report¹⁹ from the Improvement Director on the Corporate Management Team and whether current capacity is sufficient and changes may need to be made during 2007/08.
- 4.12 The Council makes extensive use of ICT. During 2006/07 the Council started three ICT projects. The Internet project which has led to the overhaul and modernisation of the Council's website, the infrastructure project (£1.8m) and the Spatial project. The Spatial project, supported by the new infrastructure will significantly reduce process times and lead to customer information being single sourced, avoiding duplication and error.
- 4.13 The Council is improving its project management processes. The Council has a Corporate Improvement Plan, a Project Management Methodology, Capital Strategy and Asset Management Plan²⁰. There is a new post in the Corporate Communications, Policy and Performance Team which will provide additional impetus to project management once recruited.
- 4.14 The Council employs a procurement manager in partnership with Worcester City Council. The procurement manager has revised the Council's contract procedures and supported the revisions to the financial regulations. In addition to the Gershon efficiencies, a savings target for procurement has been set and is regularly monitored by the Performance Management Board²¹. These savings have been generated by the renegotiations of contracts and by utilising alternative methods of purchase.
- 4.15 The Council is prepared to use long term partnerships and joint working with other local authorities and organisations to deliver service improvement. The Council successfully transferred its housing stock to Bromsgrove District Housing Trust in 2004. Relations with the Trust have not always been as either party would like; however, the LSP has recently invited the BDHT Chief Executive to sit on the LSP Board and is now working hard with the Trust through the Affordable Housing Project Team, to deliver on the joint priority of affordable housing. In 2005, the Council opened its Customer Service Centre (the Hub) in partnership with the County Council. More recently the Council did reject the shared services business case for the benefits service, but on the grounds that the business case was not robust. The Council has a

track record of working with the Citizen's Advice Bureau (CAB) to improve services to the homeless and through the Homelessness Strategy Steering Group (and in partnership with BDHT and Supporting People) is developing a proposed new Floating Support and Preventative Service for clients over 25 (younger people are catered for through the Baseline Service).

- 4.16 The Council has signed up to the Worcestershire Compact agreement between the Council and the voluntary sector and has produced a local and more user friendly version²² in agreement with the Bromsgrove and Redditch Network, the umbrella organisation for the voluntary organisations within the District. Through work on the Stepping Stones project the Council knows that there are over 140 voluntary organisations within the District. The Council would accept that it needs to tap in to this resource more and improve the capacity of the voluntary sector within the framework of the Community Strategy. The Council is currently working on an action plan to support the Compact and has received positive feedback from the County Council on this work.
- 4.17 The Council is working on a strategic and integrated approach to diversity through its Inclusive Equalities Scheme. The Equality and Diversity Forum is now chaired by a community member in order to ensure that the community leads the work programme. Recent recruitment campaigns for the Forum have ensured that it now represents all sections of the community. The Council has provided comprehensive training to all Members on equalities, introduced Equalities Champions in each department and developed a formal process for completing and monitoring equalities impact assessments.

5. Performance Management

- 5.1 All the main constituent elements are now in place for a basic performance management framework: a community plan, council plan, service business plans, team plans and PDRs; and an integrated cycle of financial and performance reporting through middle management, senior management, Executive Members and Non-Executive Members. The Council accepts the performance management framework will not be embedded at this stage (for example, both the Council Plan and Community Plan are currently being written). Future areas of focus include; reducing the number of indicators reported corporately, stronger challenge of targets at both officer and Member level, improving the performance management of the LSP Board (in particular outcome targets and links to the County wide LAA) and strengthening the links between performance management, procurement and customer service.
- 5.2 The key development during the last 12 months has been the regular reporting of performance information to managers and Members¹. This development has included more user friendly information, a reduction in the number of indicators from 250 to 116, which are a mixture of BVPIs and local indicators (a further reduction to 50 is planned for corporate reporting to enable better review and scrutiny); and the development of a formal reporting timetable². This timetable also applies to the Improvement Plan.
- 5.3 The Council has not had a great deal of capacity to support the development of performance management in its partner organisations, because it has had to concentrate on putting its own house in order first. Nevertheless, the Council, through the LSP Board has identified four priorities for partners operating in the District and has started to report progress against key projects and key indicators to the LSP Board. This is not as well developed as the Council would like and the Council, with the support of the Government Monitoring Board has made a bid to the Intervention Fund³ to support the development of a re-freshed Community Plan, with better links to the

LAA and better interfaces with the project groups and theme groups through improved performance management. The Council also received a nil star housing rating⁴ earlier in 2006 and this identified the need to obtain and report information on the performance of our partner, Bromsgrove District Housing Trust, which has been reported to CMT and the Performance Management Board.

- 5.4 Following a review of the Committee Structure in early 2006 the Council established an overarching Scrutiny Steering Board, an Audit Board and the Performance Management Board. The Audit Board is chaired by the leader of an opposition group and has a focus on the work of internal audit, external audit and inspection. The Scrutiny Steering Board is currently chaired by a Member of the controlling group and oversees a range of task and finish groups who scrutinise specific issues through an agreed work plan. The Council does, however, in common with many authorities recognise the need for an improved understanding of the role of scrutiny by the Cabinet, Members and officers. Raising the profile of Scrutiny within the Council and the community is essential and to facilitate this the Council has instigated a planned programme of training for officers and Members. The Council is also taking advice from other councils who have achieved an excellent rating in order to develop best practice. The Performance Management Board had its first meeting in November 2005 and is now chaired by the Leader of the Opposition. The Performance Management Board receives the Improvement Plan Exception Report each month and performance indicators each quarter (monthly from January 2007). It also receives a range of other reports to an agreed work plan e.g. Annual Report of the LSP Board. There have been significant improvements to performance in a number of areas this year including: benefits, planning, the Hub and street scene services.
- 5.5 Performance management is integrated with the management of resources primarily through the development of the medium term financial plan. The identified priorities of the Council reflects performance management issues e.g. clean district and planning, specifically, but also customer service and a separate key deliverable on performance, concerned with moving the Council's overall basket of indicators to above the median (unless there is an agreed reason for not doing so). Heads of Service are asked to link their service business plans to the Council Plan's priorities and key deliverables and identify growth bids and savings in relation to these, which are fed into the medium term financial plan. These bids and savings are evaluated and ranked in terms of their contribution to the Council's priorities and are reported to Cabinet.
- 5.6 Currently there is not a well publicised and user friendly method for service users to submit complaints. There is a customer feedback⁵ form on the Council's updated Internet site and there is an Internet "ask a question"⁶, which goes directly to the Council's Customer First Officer, a new post created this year. The Council has recognised this issue and is purchasing a new electronic customer feedback system⁷, subject to capital budget approval (this action is part of the Improvement Plan). The public can make representations to the Council in a number of ways, through the Partners and Communities Together (PACT) meetings, through the LSP Stakeholder event (the Council held its first one recently and intend to do so every 6 months from now on). The Council has also recently established two "area committee" pilots⁸, which will enable the ward councillors (district, county and parish) to make representations to the Council on local issues and also develop a neighbourhood plan to be submitted to the LSP Board.
- 5.7 The Council is very keen to develop a strong user focus. Customer First is one of our four values and Customer Service one of our corporate priorities. The Hub receives over 6,000 calls per month, with a 86% resolution at first point of contact (November 2006)⁹. The Council accepts that further improvement is required; however

developments during 2006 have included: resource level agreements with back office functions, the transfer of the Highways Partnership Unit enquiries and the transfer of the corporate switchboard. A detailed report is produced each month on the Hub's performance which is reported to the CMT, while the Centre itself has installed a large screen to display real time queue data (including comparative data from other districts) and undertaken mystery shopping exercises. The Council has also invested in the Council House "front of house", improving the design and layout for our customers, generating savings through more efficient ways of working (cross working, full compliance with the BFI post opening regulations and a corporate post opening process)

- 5.8 The Council has introduced a range of initiatives to improve customer focus within the organisation including a "back to the floor" programme for all members of CMT and the purchase of a customer feedback system. The Council has established a Customer Panel, which has included focus groups on the 2006/07 and 2007/08 budget and is currently developing customer standards through focus groups that will be surveyed through the Panel shortly (the Council's 2007/08 business plan template also includes a section on Customer First, which asks each service to identify their customer standards). The Council has established an Equalities Forum and intends to establish a youth council and older people's forum in 2007 once our Communications and Customer First Manager is in post and our management capacity to deliver this has increased. The Council administers a Parish Forum, attended by the Leader and senior officers, which meets quarterly. Internally, the Council has an annual employee survey for staff, a staff champions group, regular staff forums and a Union Liaison Meeting. The Council has made progress in this area, but recognises that these arrangements need improving and embedding. Key areas of development include the relationship between the Hub and "back office" functions, telephony and staff training on letter writing and dealing with the public that moves the Council away from a regulatory culture to a more empathic customer first culture.
- 5.9 Because of the Council's "Poor" CPA rating the Council is already subject to a high level of external challenge through inspection, audit and the Government Monitoring Board. The Council can demonstrate a track record of responding to challenges from these mechanisms, including a revised and much more outward focused Improvement Plan, a complete overhaul of the way in which the Council reports its performance indicators, pump priming the Improvement Plan through the use of reserves and a robust strategic housing action plan¹⁰ in response to the nil star inspection.
- 5.10 In order to encourage a performance culture across the Council, Core Brief reports every month to staff on our performance figures and the Improvement Plan¹¹, the Acting Chief Executive, writes the lead article in the staff magazine "Connect"¹² which updates staff on key developments, the Assistant Chief Executive writes a regular column "performance matters". The Council has also established a Performance Plus User Group, which meets monthly to develop the reporting of performance information, has introduced a staff suggestion scheme "Bright Ideas"¹³, introduced "back to the floor" sessions, organised a programme for senior managers to attend every team meeting at least once a year and developed a single A4 poster which sets out our Vision, Values, Council Objectives and Priorities. The Council has badged all our work on transforming the Council, under the banner "Building Pride".
- 5.11 The Council now produces an integrated performance and financial report that cross references performance in both areas, this highlighted that while the number of people visiting the Dolphin Centre was increasing, and the income target was not being achieved. The new performance reporting format, requires each department to estimate their outturn performance each month, based on the latest monthly figures.

An analysis of targets and predicted outturns below the median has been reported to CMT and as the focus on hitting targets has increased a number of targets have been re-set to be more realistic e.g. abandoned vehicles, recoverable housing benefit¹⁴. This is a developing process and the Council would accept that the process of target setting needs to be further enhanced through each future business planning cycle. All targets for 2007-10 will be reviewed by the Acting Chief Executive, Improvement Director and Assistant Chief Executive and scrutinised by the Performance Management Board before the start of the new financial year and performance certificates (which require heads of service to sign off their outturn figures and targets) completed for all BVPIs and local indicators in the corporate basket of 50 indicators.

- 5.12 Cross departmental working is reasonably well co-ordinated within the Council. The Council's Strategic Management Team meets every Monday morning with the Leader of the Council to provide a regular and systematic way of co-ordinating activities. Similarly, the CMT meets every Tuesday. Member of CMT sit on a range of groups that support cross departmental working. These include the Town Centre Strategy Group, the Longbridge Working Party, regular meetings with planning officers, housing officers and BDHT on affordable housing, a Performance Plus User Group, Spatial Project Steering Group, four LSP Theme Groups, including CDRP and CDRP tasking group. The Council intends to develop this approach to create cross departmental working at middle management level. The Council also makes use of management practices like resource level agreements between the Hub and "back office" to improve service delivery and a Support Service Schedule in each business plan to ensure the impact on support services of front line service key deliverables is understood and planned for.
- 5.13 The Council has anecdotal information about the level of satisfaction in its communities through forums like PACT etc.; however, the Council does not have good quantitative information on the levels of satisfaction and dissatisfaction in different sections of the community. To address this issue, the Council is in the process of purchasing an electronic complaints system which will enable this kind of analysis. Similarly, the Customer Panel contract will mean that we will be able to obtain statistically valid customer satisfaction data on each ward during 2008.
- 5.14 The Council has undertaken some benchmarking work around the Hub, the Planning Team and Performance Plus. The VFM Strategy has identified the need to make greater use of evaluation and comparison techniques to increase our self-awareness and efficiency. Key to this will be the VFM template included in our 2007/08 business plans.
- 5.15 The Council produced a Best Value Performance Plan, called Council Results 2005/06¹⁵, which was a significant improvement on previous years in its style and content. The document clearly details the Council's poor performance during 2005/06 and was published on the Internet. The Council also published information as part of the Council Tax leaflet¹⁶ on our performance. The Council would accept that this is an area for development. The Improvement Plan includes funding for 2 extra "Council Chats", the residents magazine, one of which will be an Annual Report, based on the Wychavon model. The Council has recently produced a draft Annual Report for the LSP¹⁷, which will be published before the end of the financial year and will be holding two "town hall" meetings a year, one as part of the budget preparations and one reporting our outturn. Also, the Council's Internet site includes the quarterly performance reports, which go to Cabinet.

6. Achievement and Improvement

- 6.1 The Council's achievements and impact on its communities needs to be set within the context that the Council has had to invest heavily in the immediate past, both in terms of time and money to rebuild the Council so that it is fit for purpose. The Council's overall performance is now improving, but from a very low base. 2007/08 should see the Council's basket of indicators move up to a level comparable with other Fair and possibly Good authorities. It will be important that the Council sustains this momentum through the changes it has made to its performance management arrangements, but also tackles some of the more complex improvement issues like: outcomes (including improved linkage to the Community Plan and the County wide LAA), customer experience, project management of long term outcomes like the town centre and Longbridge regenerations, a more strategic approach to addressing the needs of the vulnerable in our communities and improving the Council's reputation.
- 6.2 The Improvement Plan and Council Plan contain actions in relation to most of the areas for improvement, but some updating will be required as a result of the CPA. The Council Plan contains four Council Objectives. Achievements and improvements against each of these are set out below, with additional sections on the Council's contribution to the County wide LAA and a section on how the Council is addressing the needs of the vulnerable in our communities.

Council Objective – Improvement (Priorities: Performance, Reputation and Customer Service)

- 6.3 Overall performance for 2005/06 showed that 79% of comparable BVPI indicators were bottom and third quartile¹. The estimated outturn for 2006/07 suggests this figure will fall to 54%². The first quarter 2006/07 performance was still poor, so the predicted outturn position for 2006/07 is lower than the actual current performance. Currently, 82% of the Council's indicators are on target³ (or within 10% of target) and 72% are improving⁴. The Council has also maintained a strong focus on its improvement activities, with 79% of the actions in the Improvement Plan currently on target or less than one month behind⁵. Despite the low base, the Council can demonstrate it is achieving high quality services in some areas and some of its priorities. The Council has invested in its recycling and composting services and is achieving second quartile and top quartile performance (2005/06 outturn) for its recycling and composting respectively. Very recently the Council has been identified nationally as one of the top ten most improved councils nationwide for recycling⁶. The Council offers a green waste recycling collection which is unique to the County and commensurate with the top performing district in terms of the volume of waste recycled. The majority of residual waste that is collected is diverted to Combined Heat and Power plants reducing the amount of waste required for landfill.
- 6.4 Since its BFI inspection in 2005 the Benefits Service has seen a significant improvement in its performance. The average number of days taken for processing new claims and the average number of days taken to process a change of circumstance have dramatically improved during 2006/07, falling from 34.52 days (April 2006) to 25.91 days (November 2006)⁷ and 16.53 days (April 2006) and 8.25 days (November 2006)⁸ which is top and second quartile respectively. The Council is also now delivering most of the DWP performance standards.
- 6.5 The Council also has a good cultural offer, with an extensive range of community events like the free bonfire night, street theatre and bandstand programme. As at November 2006, 17,585⁹ people had attended such events this year. The Council has a lead role in the Artrix , Bromsgrove's theatre, cinema and live music venue and

facilitated both its conception and delivery. The Council currently underwrites the revenue of the Artrix to the value of £120,000 per annum.

- 6.6 A number of teams in the Culture and Communities Department are QUEST accredited. The Planning and Environment Department Building Control Service is ISO9000 accredited and the Environment Health section achieved the highest average score for enforcement practices in a county wide audit. The Council is one of a very few local authorities nationally to have served Noise Abatement Notices in order to prevent nuisance trains (squealing train wheels) from travelling through the District. The Council's Environmental Health Commercial Team and Legal Services has undertaken a number of high profile prosecutions of local businesses which have received local and regional press coverage, with two cases featuring in a national journal.
- 6.7 The Hub is now performing to an acceptable standard with the resolution of customer contacts at the first point of contact increasing from 78% (April 2006) to 86% (November 2006)¹⁰, the average speed of answering calls falling from 88 seconds (April 2006) to 25 seconds (November 2006)¹¹ and the total number of calls falling from 10,784 (April 2006) to 6,548 (November 2006)¹². The Council estimates that it is receiving approximately 1,000 customer complaints per annum and accepts that a customer culture across the whole of the Council remains a key area for improvement, in particular, customer standards and their monitoring and evaluation.
- 6.8 With a Poor rating and poor performing services the Council's reputation has suffered at a local, regional and national level. The Council's press coverage is improving and over 90%¹³ of the press coverage is now positive or neutral. Improving the Council's reputation is a key area of development through 2007.

Council Objective – Regeneration (Priorities: Town Centre, Longbridge and Housing)

- 6.9 The Council is taking a strategic rather than piecemeal approach to regenerating the town centre and is currently working through the statutory planning requirements to develop an area action plan for the town centre.
- 6.10 An extensive consultation on the options for the future of the Longbridge site has been undertaken. As one of the two planning authorities the Council was not able to respond to this consultation; however, the LSP responded to the Issues and Options¹⁴ consultation supporting the mixed development option, which aims to create 10,000 jobs.
- 6.11 The Housing Strategy¹⁵ has a target of 400 additional units over 5 years (80 a year). This target is being met (including the provision of rural housing), but is based on a housing need survey completed in spring 2005 (this included supplementary work on the needs of younger people and rural housing need). The Council is currently working other Worcestershire authorities on the South Housing Market Area assessment. This data will be used to inform and influence the Regional Housing Strategy and Regional Spatial Strategy to reflect needs and pressures in the district.
- 6.12 The Council and BDHT have a joint commitment to phase out the use of hostels as temporary accommodation and replace them with self contained units. Wythall Hostel has been closed¹⁶ and 21 units of self contained accommodation are currently available.

Council Objective – Sense of Community and Well Being (Priorities: Community Influence and Community Events)

- 6.13 The Council is offering an increasing range of mechanisms for the public to influence the Council's strategy and services. The Council can track focus group feedback into the selection of its corporate priorities¹⁷. In direct response to comments from PACT meetings, dedicated mobile area cleaners have been introduced in Charford, Sidemoor and Catshill. The Council has anecdotal i.e. not statistically valid, evidence from PACT meetings and the Parish Council Forum that residents have recognised an improvement in the cleanliness of the District and an improvement in the responsiveness of the Council. The Council has recently started to pilot two area committees. Achievements on community events are detailed in 6.5

Council Objective Environment (Priorities: Clean District and Planning)

- 6.14 The employment of additional street cleansing staff and investment in new plant has led to an improvement in the cleanliness of the District with the proportion of land suffering from unacceptable levels of detritus dropping from 26% (2005/06) to 17.86% (July 2006)¹⁸; however, the latest performance is still below the median for district councils. The Council's Community Safety Team has also worked in partnership with the Probation Service on local area improvements like the clearing of alleys in Rubery; and dedicated mobile area cleaners have also been introduced and received positive customer feedback.
- 6.15 The Planning Service has seen an improvement in its performance with 91% of minor planning applications determined within 8 weeks (November 2006) which is top quartile, compared to 57% in 2005/06¹⁹. Similarly, the percentage of other planning applications processed within 8 weeks also top quartile based on current performance.

Contribution to County Wide LAA Targets

- 6.16 The Council accepts that its contribution to the County wide LAA targets is an area of development; nevertheless, the Council is contributing to the County wide targets. Achievements against the six County LAA objectives²⁰ are set out below.

A: Communities that are Safe and Feel Safe

- 6.17 The Council is helping to create communities that are safe. Burglary levels in the District have fallen from 759 in 2003/04 to a predicted outturn for 2006/07 of 348²¹. Similarly, violent crime has fallen from 1,160 in 2003/04 to a predicted outturn of 812²²; and vehicle crime has dropped from 1,260 to 1,088 over the same period²³. Fear of crime is still an issue, but a recent survey²⁴ suggests this is now reducing. The use of PACT meetings, neighbourhood wardens, diversionary activities, the expansion of CCTV, targeted operations like Operation Ocelot, aimed at reducing anti-social behaviour by boy racers in the towns car parks have all contributed to this.

B: A Better Environment – For Today and Tomorrow

- 6.18 The Council is contributing to a better environment through its recycling service and parks service, in particular, the recent award of a Green Flag for Sanders Park. The Council has also recently signed up to the Worcestershire Climate Change Declaration and has employed the Energy Savings Trust to undertake a review of its activities²⁵. Domestic energy efficiency is up to 22.68% (2005/06) from a 2003 baseline of 5% and on target to achieve 2011 target of 30%²⁶.

- 6.19 Whilst the housing moratorium has impacted on affordable housing provision it has led to a very high proportion of new developments being on brownfield sites, 92% (2005/06)²⁷, compared to a target of 75% (2004) and 40% by 2011. With a limited amount of brownfield sites and the pressure for affordable housing, the use of Area Development Restraints may mean some greenfield sites will need to be released in the near future.

C: Economic Success that is Shared by All

- 6.20 The Council is a partner with Advantage West Midlands on the Bromsgrove Technology Park. Basepoint PLC has a building under construction, due to open in February 2007. Basepoint is a technology centre with “incubator” units to grow new businesses. The Council, in partnership with NEW college operates a successful business start up programme with 90 start ups over the last three years and a 70% survival rate. The Council also runs a monthly farmers market in Bromsgrove town centre and a Christmas market.

D: Improving Health and Well Being.

- 6.21 Overall, the health of the District’s populous compares favourably with other districts which reflects the general affluence of the area, with no areas being in the 20% least deprived nationally. Improving health is not a Council priority and the Council intends to stop its funding of the Haybridge and Woodrush dual use sports centres in 2007/08, and is currently investigating the transfer of the Dolphin Centre to a charitable trust. The Council does provide a Lifeline System (performance indicators for response times and equipment installation are all above target) for vulnerable residents and has made a capital contribution of £1m to support the provision of Extra Care Housing with the Housing Corporation.

E: Meeting the Needs of Children and Young People

- 6.22 It has been recognised at County level that district councils have struggled to engage with the “Every Child Matters” agenda; however, through the LSP, the Council has recently established a Children and Young People Board, which met for the first time in December 2006²⁸. The Council does provide a range of activities for children and young people including: street theatre, the bonfire night, diversionary activities e.g. the Majors Green Football Scheme, boxing, which is due to start in South Bromsgrove High School in mid-February, Sanders Park and St Chads skate parks and play areas. The Council also works with voluntary organisations, for example, re-planting Chesnut Walk, working with the Scouts; and has provided training to nurseries on health and safety issues. The Council also facilitates the Primary Sports Project. This provides high quality physical education in first schools which in turn has led to increased contact and membership of local sports clubs and helps schools meet their healthy schools targets.

F: Stronger Communities

- 6.23 The Council recognises the importance of building stronger communities. The self assessment has already demonstrated the Council’s commitment to affordable housing, improving opportunities for recreation and empowering communities. The Council accepts the need to strengthen the link between its local priority on affordable housing and the year two County wide LAA target. The Council has provided Affordable Warmth Training for all staff; signed up to the Worcestershire Compact with the voluntary sector and launched its own shorter, more reader friendly Compact, within this framework. The Council understands that it needs to improve the access to

its services and has recently introduced a translation service in all its main reception points. The Council's main contribution to income deprivation is its benefits service (anti-poverty strategy, benefits take up, improved performance), but has also signed up to the County wide initiative on a free bus pass for older people. With regard to improving the quality of life in our most disadvantaged areas, the LSP Board has recently agreed to explore the physical regeneration of an area Charford²⁹; while the planned regeneration of the town centre should benefit some of the more deprived communities who do not have the income or transport to commute to other shopping centres. The Council has modernised its domestic violence refuge and is closing its poor hostels for the homeless.

Meeting the Needs of the Vulnerable Within Our Communities

- 6.24 The Council recognises that services must be delivered to all its communities and that the needs of all minority groups are considered and acted upon. For the last two years the Council, in partnership with the Back Community celebrated Black History Month. Other community projects include: the modification of the Council's waste collection services offering aid and assistance to people with specific assistance requirements; the launch of a telephone translation service; the increased provision and use of hearing induction loops at the Council House and the Hub; the provision of all literature in alternative formats on request and the inclusion of a yellow information sheet explaining the equality services available with every piece of correspondence sent out.
- 6.25 The Council has established processes to ensure the reduction of crime in the most vulnerable areas within our District and the Council provides a Lifeline Service to vulnerable elderly residents. In addition the Council has, in partnership with SCOPE undertaken an accessibility audit of all Council buildings³⁰ and polling stations in order to ensure that its services can be accessed and that all members of the community are able to participate fully in the democratic process. The Council has developed a Hate Crime Procedure³¹ covering all six equality strands including race. The Equality and Diversity Forum has recently been expanded to nearly 40 members who have signed up to being involved in a 12-18 month programme of work to implement the Inclusive Equalities Scheme. The Council launched a shopmobility service in 2005, which now has over 140 users.

7. Conclusions

- 7.1 This self assessment demonstrates that the Council has, particularly in the last 9 months, put in place the basic infrastructure required to deliver excellent services and outcomes for our communities - this is the key challenge for the coming years. In doing so the Council is aware that:-
- a). The District is essentially an affluent one and the societal problems it faces are ones of affluence. For example, affordable housing, the difficulty in identifying and supporting the small numbers of vulnerable people within our communities, regenerating the town centre, in particular, encouraging people to shop locally and not commute to other shopping centres in the region, counter acting the increasing social isolation within our communities and creating a greater social cohesion and sense of community. These are long term problems requiring a focus on outcomes.
 - b). In the shorter term, the Council needs to continue to address its own performance on a range of process and output indicators, for example, processing planning applications, the payment of benefits, domestic waste collection and the Hub; however, the Council needs to address some of the more intangible aspects of these services through an improved customer

experience, for example, the quality of face to face contact and the tone of letters.

- c). While the Council has improved its financial management and stabilised its budgetary position; in order to be able to deliver the above agenda, particularly, the longer term outcomes for its residents, the Council needs to develop capacity through a combination of working with its partners to lever in resources into the District, delivering efficiency savings through a strong value for money culture, alternative ways of meeting service delivery; generating income and improved Member and officer skills.
- d). Tackling all of the above is dependent on stable and sustainable political leadership. The forthcoming local elections will see a change in political membership and the Council will need to take steps to ensure the solid progress on improved Member/Member and Member/officer relations are maintained.

Self Assessment Score by Council

Theme	Self Assessed Score
Ambition	1
Prioritisation	1
Capacity	2
Performance Management	1
Achievement and Improvement	1

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18. Bromsgrove District Council, A Strong Voice for Bromsgrove District (March 2006 Cabinet).
19. Bromsgrove District Council, "Back to the Floor" Programme 2006/07 (08 August 2006 Corporate Management Team).

3. Prioritisation

1. Bromsgrove District Council, Council Plan 2007-2010 Part 1(September 2006 Cabinet).
2. Bromsgrove District Council, Business Planning and Performance Management (December 2006 Cabinet).
3. Bromsgrove District Council, Council Plan 2007-2010 Part 1(September 2006 Cabinet).
4. Bromsgrove District Council, Climate Change (November 2006 Cabinet).
5. Bromsgrove District Council, Medium Term Financial Plan (December 2006 Cabinet), Appendix D.
6. Bromsgrove District Council, Improvement Plan (August 2006 Cabinet).
7. Bromsgrove District Council, Recovery Plan Update (June 2006 Performance Management Board).
8. Bromsgrove District Council, Council's Project Management Methodology (June 2006 Performance Management Board).
9. Bromsgrove District Council, Customer First Strategy (March 2006 Cabinet).
10. Bromsgrove District Council, Spatial Project Business Case (2006).
11. Bromsgrove District Council, Customer First Strategy (March 2006 Cabinet).

12. Bromsgrove District Council, Towards a Clean, Safe and Attractive Bromsgrove, A Strategy for the Effective Delivery of Street Scene Services (2005).
13. Bromsgrove District Council, A Strong Voice for Bromsgrove District (March 2006 Cabinet).
14. Bromsgrove District Council, People Strategy (2006).
15. Bromsgrove District Council, Inclusive Equalities Scheme, Working Draft Version (December 2006).
16. Bromsgrove District Council, Capital Strategy (March 2006).
17. Bromsgrove District Council, Value for Money Strategy, (January 2007 Cabinet).
18. Bromsgrove District Council, Management Development Strategy (October 2006 Cabinet).
19. Bromsgrove District Council, Modern Manager Framework (2006).
20. Bromsgrove District Council, Medium Term Financial Plan (December 2006 Cabinet).
21. Bromsgrove District Council, Housing Strategy 2006-2011, Unlocking the Door to Meeting the Housing Needs of Bromsgrove District (2005).
22. Bromsgrove District Council, Inclusive Equalities Scheme, Working Draft Version (December 2006).
23. Bromsgrove District Council, Inclusive Equalities Scheme, Working Draft Version (December 2006).
24. Bromsgrove District Council, Equalities Capacity Building Bid (2006).

Q2. What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

4. Capacity

1. Bromsgrove District Council, Review of Corporate Management Team (09 January 2007 CMT).
2. Bromsgrove District Council, Risk Management Strategy (2006).
3. Audit Commission, Value for Money Profiles (2006).
4. Bromsgrove District Council, Value for Money Strategy (January 2007).
5. Bromsgrove District Council, Value for Money Strategy (January 2007), Appendix 2
6. Bromsgrove District Council, Health and Safety at Work, Management Evaluation and Audit Report (16 January 2007).
7. Bromsgrove District Council, Business Planning and Performance Management (December 2006 Cabinet).
8. <http://bromsgrove.whub.org.uk/home/bdc-the-decision-making-process-executive-forward-plan?highlightTerm=Forward%20Plan>
9. Bromsgrove District Council, People Strategy (2006)
10. Bromsgrove District Council, Investors in People Action Plan (2006).
11. Bromsgrove District Council, Modern Manager Framework (2006).
12. Bromsgrove District Council, Risk Management Strategy (2006).
13. Bromsgrove District Council, Capability Procedure(2006).
14. Bromsgrove District Council, Sickness Absence Policy (2006).
15. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 1, p. 5.
16. Bromsgrove District Council, Improvement Plan (August 2006 Cabinet).
17. <http://bromsgrove.whub.org.uk/home/bdc-council-constitution>
18. <http://bromsgrove.whub.org.uk/home/bdc-constitution-section03-schemeofdelegation.pdf>
19. Bromsgrove District Council, Progress and Prospects Bromsgrove District Council (16 January 2007 CMT).
20. Bromsgrove District Council, Asset Management Plan (2006).
21. Bromsgrove District Council, Integrated Financial and Performance Management Report (August 2006 Performance Management Board).
22. Bromsgrove District Council, Compact Bromsgrove (November 2006).

5. Performance Management

1. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 2.
2. Bromsgrove District Council, Performance Indicator Reporting Timetable, (November 2006).
3. Bromsgrove District Council, Application to Engagement (Intervention) Grant Determination (December 2006).
4. Commission, Bromsgrove Strategic Housing Services Inspection (2006).
5. www.bromsgrove.gov.uk/bdc-home-form-complaints.htm
6. www.bromsgrove.gov.uk/bdc-home-get-in-touch.htm
7. Bromsgrove District Council, Customer Feedback System – Not Available to the Public (December 2006 Cabinet).
8. Bromsgrove District Council, Community Influence/Neighbourhood Management Pilot (January 2007 Cabinet).
9. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3 p.8.
10. Bromsgrove District Council, Strategic Housing Action Plan (2006).
11. Bromsgrove District Council, Core Brief (12 December 2006).
12. Bromsgrove District Council, Connect (December 2006).
13. Bromsgrove District Council, Staff Suggestion Scheme CMT Report (2006).
14. Bromsgrove District Council, Performance Indicators – Quarter 2 (December 2006 Cabinet), Recommendation 2.4.
15. Bromsgrove District Council, Council Results 2005/06 (June 2006).
16. Bromsgrove District Council, Council Tax Information 2006-2007.
17. Bromsgrove District Council, Draft Community Plan Annual Report 2005/06 (November 2006).

Q3. What has been achieved?

6. Achievement and Improvement

1. Bromsgrove District Council, Council Results 2005/06 (June 2006), p.39.
2. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), p.3.
3. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 1.
4. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 1.
5. Bromsgrove District Council, Improvement Plan Exceptions Report (January 2007 Performance Management Board), p.1.
6. <http://www.defra.gov.uk/news/2006/061215a.htm>
7. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.2.
8. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.2.
9. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 2, p.4.
10. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.8.
11. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.9.
12. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.8.
13. Bromsgrove District Council, Corporate Communications, Policy and Performance Team – November Performance Indicators (January 2007 Team Meeting).

14. Birmingham City Council and Bromsgrove District Council, Local Development Frameworks, Longbridge Area Action Plan, Issues and Options Report (October 2006).
15. Bromsgrove District Council, Housing Strategy 2006-2011, Unlocking the Door to Meeting the Housing Needs of Bromsgrove District (2005).
16. Bromsgrove District Council, A Strategy for De-commissioning Council Owned Hostels (September 2006 Cabinet).
17. Bromsgrove District Council, Council Plan 2007-2010 Part 1 (September 2006 Cabinet).
18. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.3.
19. Bromsgrove District Council, Performance Indicators – November Update (January 2007 Performance Management Board), Appendix 3, p.1.
20. Worcestershire County Council, Worcestershire's Local Area Agreement 2006-2009 (April 2006).
21. West Mercia Constabulary, West Mercia Crime and Safety Survey – Bromsgrove Results (October 2006).
22. West Mercia Constabulary, West Mercia Crime and Safety Survey – Bromsgrove Results (October 2006).
23. West Mercia Constabulary, West Mercia Crime and Safety Survey – Bromsgrove Results (October 2006).
24. West Mercia Constabulary, West Mercia Crime and Safety Survey – Bromsgrove Results (October 2006).
25. Bromsgrove District Council, Climate Change (November 2006 Cabinet).
26. Bromsgrove District Council, Draft Community Plan Annual Report 2005/06 (November 2006) p. 11.
27. Bromsgrove District Council, Draft Community Plan Annual Report 2005/06 (November 2006) p.12.
28. Bromsgrove District Council, Minutes of Children and Young People's Theme Group Meeting (12 January 2007).
29. Bromsgrove District Council, Bromsgrove Partnership Board, Minutes from November Meeting (30 November 2006).
30. SCOPE, Disability Access Audit (August 2006).
31. Bromsgrove District Council, Hate Incident Reporting Form (2006).

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BROMSGROVE DISTRICT COUNCIL

16 FEBRUARY 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [DECEMBER 2006]

Responsible Portfolio Holder	Councillor Roger Hollingworth Leader of the Council
Responsible Officer	Hugh Bennett Assistant Chief Executive

1. SUMMARY

- 1.1 To report to the Performance Management Board to ask them to consider the attached updated Improvement Plan Exception Report for December 2006.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers the revisions to the Improvement Plan Exception Report, and the corrective action being taken and makes recommendation to the Portfolio Holder and Executive Cabinet if appropriate.
- 2.2 That the Performance Management Board notes that 89.5 percent of the Improvement Plan is on target [green] 7 percent is one month behind [amber] and 3.5 percent is over one month behind [red].

3 BACKGROUND

- 3.1 The Council overhauled its Recovery Plan in July 2006 in order to give the plan a more outward focus e.g. performance indicators, customer issues, strategic priorities etc. The new plan, renamed the Improvement Plan, was agreed by Cabinet on 2nd August 2006.
- 3.2 The full Improvement Plan will provide background information only and will be emailed to Members of the Performance Management Board. The Improvement Plan will also be posted onto the Council website at the address at the end of this report with two hard copies placed in the members room.

4. PROGRESS IN DECEMBER 2006

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

December 2006

November 2006

RED	4	3.5%	RED	13	9%
AMBER	8	7.0%	AMBER	22	15%
GREEN	97	89.5%	GREEN	114	76%

Where: -

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

- 4.2 An Exception Report detailing corrective actions being under taken for red and amber tasks is attached at **Appendix 1**

5. FINANCIAL IMPLICATIONS

- 5.1 No financial implications.

6 LEGAL IMPLICATIONS

- 6.1 No Legal Implications.

7. CORPORATE OBJECTIVES

- 7.1 The Improvement Plan relates to all of the Council's four objectives and ten priorities as approved on the 19th September Full Council.

8. RISK MANAGEMENT

- 8.1 The risks associated with the Improvement Plan are covered in the corporate and departmental risk registers.

9. CUSTOMER IMPLICATIONS

The Improvement Plan is concerned with strategic and operational issues that will affect the customer.

10 OTHER IMPLICATIONS

Procurement Issues: Delivery of the Improvement Plan involves various procurement exercises.
Personnel Implications: See Section 18 of the Improvement Plan.
Governance/Performance Management: See Section 4 of the Improvement Plan.
Community Safety including Section 17 of Crime and Disorder Act 1998: See sections 12.2 and 12.3
Policy: See Section 4 of the Improvement Plan.
Environmental: See Section 8 of the Improvement Plan.
Equalities and Diversity: See Section 3 of Improvement Plan.

10 OTHERS CONSULTED ON THE REPORT

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

11 APPENDICES

Appendix 1 Improvement Plan Exception Report December 2006

12 BACKGROUND PAPERS:

Full Improvement Plan for December will be e- mailed to all Members of the Performance Management Board and can be found at www.bromsgrove.gov.uk under meetings Minutes and Agendas where there is a direct link to the Improvement Plan.

CONTACT OFFICER

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Tel: (01527) 881668

Exception Report for December 2006 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.3	Install queue management software system.		System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process.	DP	31 Oct 06	31 March 07

Page 92

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.1	Service Requests															
16.1.3	Install queue management software system.	DP														System will be installed once a final selection has been made. Dependant upon funding and the success of the business case that has been put forward as part of the Business Planning process...

Exception Report for December 2006 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.4	Install large screen for customers at the Customer Service centre		This will be included as part of the system installation. Dependant upon 16.1.2 & 16.1	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Service Requests														
16.1.4	Install large screen for customers	DP													Will be included as part of the system installation. Dependant upon 16.1.2 & 16.1.

Page 93

16	Improved Access to Services Electronically.					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.5	Improve knowledge base link in e-shop system using new council website.*		Work will be carried out in partnership with the Worcestershire Hub once a system has been selected.	DP/ HB	31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
16.1	Service Requests															
16.1.5	Improve knowledge base link in e-shop system using new council website.	DP														Work will be carried out in partnership with the Worcestershire Hub once a system has been selected

Note: * The 'e shop' is the software used by Customer Service Officers at the Hub . Its function is to strengthen the link between all sites and the information the Council holds on the website.

17	Improved Access to Services Electronically.					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
17.3.1	Introduce letter answering guidelines.		Guidelines to be introduced in the complaints handling procedure. This action is linked to 15.1.3 A new completion date of 28 February 2007 has been agreed.	DP	31 July 06	28 Feb 07

Page 95

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
17.3	Letter Answering															
17.3.1	Introduce letter answering guidelines	DP/HB														Guidelines will be included in the complaints handling procedure in the future. This action is linked to 15.1.3 A new completion date of 28 Feb 07 has been agreed.

17	Improved Access to Services Electronically.					
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Monitoring will be undertaken as part of the complaints handling system. This action is linked to 15.1.3. A new completion date of 31 March 2007 has been agreed.	DP	31 July 06	31 Mar 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
17.3	Letter Answering															
17.3.2	Introduce method of monitoring letter answering and producing statistics to support monitoring process	DP/HB														Monitoring will be undertaken as part of the complaints handling system. This action is linked to 15.1.3. A new completion date of 31 Mar 07 has been agreed.

Human resources and Organisational Development						
Improved Governance						
Ref	December Action	Colour	Corrective Action	Who	Original date	Revised Date
18.1.2	Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.		Some training needs analysis forms still outstanding and need to be progressed. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action. No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07.	JP	31 Aug 06	28 Feb.07

Human Resources and Organisational Development.														
Action	Lead													Corrective Action
		July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
18.1	Improved Relations													
Group leaders to undertake 1:1 interviews with Councillors for training needs analysis.	JP													Some training needs analysis forms still outstanding and need to be progressed. A review of the outstanding forms was sent to Group Leaders on 3 Jan 07 so they can take remedial action No reported progress as at 16 Jan. Item on next Steering Group agenda on 22 Jan 07

Human Resources and Organisational Development						
Suitably Skilled Workforce						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
19.2.3	Implement actions from staff survey from staff survey.		Completion of tasks ongoing. From 39 actions, 20 remain to be delivered. CMT will reprioritise remaining actions in Jan 07.	JP	Started July 06	30 June 07

Human Resources and organisational Development.															
Ref	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
19.2	Investors in People														
19.2.3	Implement actions from staff survey.	JP													From 39 actions, 20 remaining to be delivered. CMT will reprioritise in Jan 07.

Improved Financial Management and Improved Services.						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section		An outside provider is currently covering this post. It has been agreed that the post will be advertised week commencing 15.Jan 07.	JLP	31 Oct 06	31 Mar 07

Page 99

Ref.	Action	Lead	Month												Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
21.2	DWP Performance Standard / Performance Measures															
21.2.3	Benefits Support [training] Officer to be recruited to co-ordinate plan across the section															An outside provider is currently covering this post. The post will be advertised week commencing 15 Jan 07.

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.		Accuracy as reported by the DWP at 95.2% for July – Sept which is a 3% increase on April–June but remains under the target set. Managers will continue to make additional checks with the aim to improve accuracy for the period Sept –Dec.06. Awaiting the Oct –Dec report from the DWP (due early Feb 07).	JLP	31 Oct 06	31 Jan 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	DWP Performance Standard / Performance Measures														
21.2.5	Percentage of cases for which the calculation of the amount of benefit due is correct PM6 – 98%-99%.	AB/ HL													Accuracy as reported by the DWP at 95.2% for July –Sept which is a 3% increase on April–June remains under the target set and the managers will continue to make additional checks processed with the aim to further improve accuracy for the period Sept –Dec.06. Awaiting the Oct –Dec report from the DWP (due early Feb 07).

Improved Financial Management and Improved Services.						
21.2 DWP Performance Standard / Performance Measures						
Ref	December Action	Colour	Corrective Action	Who	Original Date.	Revised Date
21.2.11	PM 11% of data matches resolved within two months of 86%-90%		December to date 81.60% which is currently below the DWP standard 3, but above the locally set target of 75%. Work is ongoing within the team to improve the data matching with the aim to meet the DWP standard by 30 Sept 07.	JLP	31 Oct 06	30 Sept 2007

Page 101

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
21.2	DWP Performance Standard / Performance Measures														
21.2.11	PM11 % of data matches resolved within two months of 86%-90%														December to date 81.60%, which is currently below the DWP standard 3, but above the locally set target of 75%. Work is ongoing within the team to improve the data matching with the aim to meet the DWP standard by 30 Sept. 07

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
21.2.18	PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be able to address within target		A number of appeals were outstanding that were outside the four week period. These have now been cleared, but because the appeals were outside the deadline this has not impacted on the figures; however now the backlog has been cleared we can expect to see an improvement in future month	JLP	31 Oct 06	31 Dec 06

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.2	DWP Performance Standard / Performance Measures														
21.2.18	PM18 % of appeals submitted to the tribunal service within 4 weeks 60%-65% Employed a temp to clear backlog of submissions to the tribunal service – as team now fully staffed we will be														A number of appeals were outstanding that were outside the four week period. These have now been cleared, but because the appeals were outside the deadline this has not impacted on the figures; however now the backlog has been cleared we can expect to see an improvement in future month

Exception Report for December 2006 Improvement Plan

Appendix 1

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
	able to address within target															

7

Improved Financial Management and Improved Services

21.2 DWP Performance Standard / Performance Measures

Ref	December Action	Colour	Corrective Action	Who	Original Date	Revised Date
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%		A number of appeals were already outside of the 3 month deadline period. These have now been cleared but because the appeals were outside the deadline this has not impacted on the figures; however now the backlog has been cleared we can expect to see an improvement infuture months	JLP	31 Oct 06	31 Dec 06

Page 103

Ref.	Action	Lead													Corrective Action		
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June			
21.2	DWP Performance Standard / Performance Measures																
21.2.19	PM19 % of appeals submitted to the tribunal service within 3 months 90%-95%																A number of appeals were already outside of the 3 month deadline required for the target. These have now been cleared but because the appeals were outside the deadline this has not

Exception Report for December 2006 Improvement Plan

Appendix 1

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
															impacted on the figures; however now the backlog has been cleared we can expect to see an improvement in future months.