



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

FRIDAY, 23RD MARCH 2007, AT 2.00 P.M.

COMMITTEE ROOM, 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 JP, C. B. Lanham and Mrs. J. D. Luck

AGENDA

1. Apologies
2. To confirm the Minutes of the last Meeting (Pages 1 - 6)
3. Customer Service Centre - Telephone Response Times (Pages 7 - 26)
4. Analysis of 3-Year Targets (Pages 27 - 74)
5. Council Plan (Pages 75 - 116)
6. Performance Reporting - January 2007 (Period 10) (Pages 117 - 146)
7. Improvement Plan - January 2007 Update (Pages 147 - 168)
8. Annual External Audit Report 2005-2006 (Pages 169 - 190)
9. Proposed Work Programme (Pages 191 - 206)

K. DICKS
Acting Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcs. B60 1AA

14th March 2007

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Agenda Item 2

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

FRIDAY, 16TH FEBRUARY 2007

PRESENT: Councillors P. M. McDonald (Chairman), J. A. Ruck (Vice-Chairman), Mrs. S. J. Baxter and Miss D. H. Campbell JP

Observers: Councillors Mrs. J. Dyer M.B.E. and Mrs. M.M.T. Taylor

Officers: Mr. K. Dicks, Mr. H. Bennett, Miss J. Pickering and Mr. A. Jessop

66/06 APOLOGIES

Apologies for absence were received from Councillors A. N. Blagg and C. B. Lanham (Board Members) and Mrs. M. A. Sherrey (Observer).

67/06 MINUTES

The Minutes of the Meeting of the Board held on 19th January 2007, were submitted.

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

68/06 INTEGRATED FINANCIAL/PERFORMANCE MANAGEMENT REPORT - QUARTER 3 2006-2007

A Report on Integrated Performance and Financial Monitoring for Quarter 3 of 2006-2007 was submitted, and the following issues were highlighted

Paragraph 2.4 (Projected Outturn Position)

Members were uncertain about the interpretation of the phrase "considerable improvement", and, in order to quantify this in the future, it was agreed that the position would be shown in percentage terms

Paragraph 4.3 (Telephone response times at Customer Service Centre)

Members personal experiences had caused them to question the accuracy of the figures quoted for speed of response times and number of calls answered, and were advised that the figures were based on a detailed analysis of the Customer Relationship Management System in place at the CSC, which incorporates a fully automated telephone element. It was agreed that a report be brought to the next meeting in this regard for perusal by the Board. Furthermore, it was reported that officers were

currently considering Service Business Plans for next year which included targets, etc., and it was suggested that, rather than quote the average telephone response time, it would be better recorded as a percentage (i.e., xx% of calls were answered within).

Paragraph 4.5 (Heads of Service Business Plans - targets for P.I's.)

Members were advised that, at the next meeting, a copy of the Council Plan would be presented. The Plan includes a high level action plan and a set of 45 corporate indicators. The Board will also be supplied with extracts from each service business plan, that detail all performance indicators for each service. All the above information will include targets for the next three years, the 2005/06 English local authority median and a commentary where any target set is worse than the median. The Board will need to scrutinise this information and make recommendations to Cabinet on any proposed changes to the targets.

BV 156 (Percentage of Authority's buildings public areas suitable and accessible to the disabled)

It was agreed that the Portfolio Holder look into the question as to whether the Bromsgrove Museum was exempt from the Disability Discrimination Act

Para. 5.4.1 (Shortfall of income from Dolphin Centre Health & Fitness activities)

In response to Members concerns over an apparent lack of operational controls within the Dolphin Centre, officers undertook to investigate this matter and respond to Members directly.

Para. 5.4.5 (Refuse Collection Overspend)

Members expressed their concern over extra costs associated with the Faun refuse vehicles, and it was agreed that the Executive Cabinet be requested to carry out a thorough investigation into the total costs associated with Faun vehicles

Paragraph 7.3 (HSBC Bank)

Following a recent presentation to Members by Postwatch Midlands, which highlighted (inter-alia) that HSBC did not allow its customers banking facilities via Post Offices (when other Banks did), it was felt that a recommendation should be made to Executive Cabinet requesting them to

examine the Council's position in this regard, insofar as our social responsibility was concerned to the local community and various stakeholders. Furthermore, it was also agreed to ask the appropriate officers to review the Council's Procurement Policy and consider developing a corporate Social Responsibility Policy for the Council.

BV 226c (Total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by the Council)

That officers be requested to enquire of BDHT the sum they contribute to the Citizens Advice Bureau.

BV 109a,b, and c (Determination of Planning Applications)

Officers are requested to try to establish whether there is any correlation between the increase in the calling in of planning applications within certain Wards of the District and Planning appeals.

General (Street Scene and Waste Management - Car Parks Overspend)

It was agreed that the Corporate Director (Services) be requested to attend the next meeting of the Board to respond to a variety of issues within his Directorate.

RESOLVED

- (1) that terms like "considerable improvement" should be avoided and instead be exact, e.g. the % improvement;
- (2) that the Board scrutinise the Council Plan and the Council's targets for 2007-2010 at its next Board meeting and request all Portfolio Holders and Heads of Service to be present;
- (3) that officers investigate the apparent shortfall in income from the Dolphin Centre's Health and Fitness Suite and e-mail a response to Board Members and the Portfolio Holder;
- (4) that officers investigate the contribution BDHT makes to the Citizen's Advice Bureau;
- (5) officers are requested to try to establish whether there was any correlation between the increase in the calling in of planning applications within certain Wards of the District and planning appeals; and
- (6) that the Corporate Director (Services) be requested to attend the next meeting of the Board to respond to a variety of issues within his Directorate.

RECOMMENDED

- (1) that Cabinet consider including a target for the Customer Service Centre about the proportion of calls answered within a certain number of seconds;
- (2) that the appropriate Portfolio Holder look into the question as to whether the Bromsgrove Museum was exempt from the Disability Discrimination Act;
- (3) that the Cabinet consider developing a Corporate Social Responsibility Policy that covers procurement and all other activities of the Council;
- (4) that Cabinet be requested to carry out a thorough investigation into the total costs associated with Faun refuse vehicles;
- (5) that it be noted that 52% of indicators were improving or were stable as at 31 December 2006 (68% if remove those indicators which cannot be reported on), which was a small increase on last month's figures, and was the same as at Quarter 2;
- (6) that Cabinet note that 47% of indicators were achieving their targets at December 2006 (61% if remove those indicators which cannot be reported on), which was an improvement of 2 percentage points over November and a considerable improvement over the figure of 39% at Quarter 2;
- (7) that Cabinet note that 70% of indicators were projected to out-turn on or above target at the year-end (75% if remove those indicators which cannot be reported on), compared to 59% in November - this particular analysis was only introduced in October 2006, so comparison to Quarter 2 was not possible);
- (8) that Cabinet note that the projected out-turn position in relation to other Authorities (by comparing projected out-turn to the quartile positions) was a considerable improvement over last year;
- (9) that the potential areas for concern set out in 4.7 of the report be noted, together with the corrective action being taken;
- (10) that the current revenue financial underspend to budget of £331k be noted;
- (11) that the predicted revenue financial overspend of £65k be noted, and that, accordingly, Heads of Service be requested to reduce the overspends where appropriate;
- (12) that the use of General Fund Revenue Balances and earmarked reserves be noted; and

- (13) that the Capital underspend of £1.098m against the Profiled Capital Budget to December 2006 be noted, together with the progress made on Capital Schemes.

69/06 **COMPREHENSIVE PERFORMANCE ASSESSMENT - SELF ASSESSMENT
JANUARY 2007**

A Report setting out the Council's Comprehensive Performance Assessment self assessment, was submitted.

RESOLVED: that the Chairman and Vice-Chairman of the Board, working with the Assistant Chief Executive, consider the areas for improvement identified in the self-assessment for the proposed 2007-08 PMB Work Programme to be submitted to the Next meeting of the Board.

70/06 **IMPROVEMENT PLAN: EXCEPTION REPORT - DECEMBER 2006
UPDATE**

Consideration was given to the Report on the Improvement Plan for December 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 89.5% of the Improvement Plan was on target (green), 7% was one month behind (amber) , and 3.5% was over one month behind (red).

71/06 **DATE OF NEXT MEETING**

The Chairman reminded Members that the date of the next meeting had been changed, and would take place on Friday, 23rd March 2007. This was noted.

The meeting closed at 3.45 p.m.

Chairman

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

23rd March 2007

Responsible Portfolio Holder	Cllr June Griffiths
Responsible Officer	Deb Poole

Customer Service Centre Performance

1.0 Summary

- 1.1 The purpose of this report is to inform the Performance Monitoring Board of;
 - 1.1.1 the process for generating monthly performance reports provided by the Customer Service Centre (CSC).
 - 1.1.2 to explain the composition of the telephony related indicators contained in the monthly performance reports.

2.0 Recommendations

- 2.1 It is recommended that:
 - 2.1.1 the Customer Service Centre Performance Report for January 2007 be noted.

3.0 Background

- 3.1 The Worcestershire Hub Programme was introduced in 2002 in partnership with the 6 local District Councils. The aims of the Hub focus on improving access to a wide range of public services - this includes providing clear ways of accessing services, focusing on the needs of customers, ensuring efficient and effective operations and dealing with enquiries at the first point of contact.
- 3.2 Members of the public receive services from the CSC either in person or via the telephone. Details of enquiries are captured on the e-shop Customer Relationship Management system and either dealt with directly by the person taking the enquiry or passed to another member of staff in the back office.

4.0 Statistical analysis

- 4.1 Statistics for inclusion in the monthly performance reports are generated automatically by the County Council's Data Analyst who produces monthly reports for the Hub Partnership and by the CSC Manager who produces BDC's

report (attached). Data is gathered from the Customer Relationship Management System (E-Shop) and from the Hub wide telephony system. Reports are generated using this data and circulated to the rest of the Hub and to other departments within BDC. The reports are used to monitor performance within BDC and to compare performance between Hub partners. The information is also presented at monthly Strategic Hub Board meetings.

4.2 There are three telephony related PI's detailed in the monthly report. These are:

- Telephone Service Factor (TSF) - 80% or more of total **calls** for month answered within 15 seconds
- Telephone Service Level - on 90% or more of **days** in month the daily TSF target is met (TSF = 15 seconds)
- Average speed of answer - An average speed of answer of 15 seconds or less

5.0 Performance

5.1 Feedback from members of the public about the quality of face to face services provided at the CSC is very positive. Face to face transactions are proving successful and customers feel they are receiving high quality services from the CSA's. Performance indicators show that the CSC is exceeding the agreed target for face to face transactions.

5.2 Telephony services provided by the Hub are currently operating below measured performance levels and indicate a fluctuating trend across the last 12 months. Please see Customer Service Centre Performance Report for January 2007 attached. The CSC took 9184 telephone calls during January 2007. An increase of 3000 calls compared with December 2006.

6.0 Financial Implications

6.1 There are no financial implications for Bromsgrove District Council.

7.0 Corporate Objectives

7.1 Performance reporting contributes to the corporate objective to improve service performance.

8.0 Risk management

8.1 There are no risk management issues

9.0 Customer implications

- 9.1 The CSC contributes to the overall customer experience so it is vital that both performance and service delivery improve at the CSC and in the back office departments.

10. Other Implications

Procurement Issues - none
Personnel Implications - none
Governance/Performance Management - see 7.1 above
Community Safety including Section 17 of Crime and Disorder Act 1998
Policy - none
Environmental - none
Equalities and Diversity - none

11. Others consulted on the report

Portfolio Holder	Yes
Acting Chief Executive	Yes (monthly report circulated)
Corporate Director (Services)	Yes (monthly report circulated)
Assistant Chief Executive	Yes (monthly report circulated)
Head of Service	Yes (monthly report circulated)
Head of Financial Services	Yes as H of S
Head of Legal & Democratic Services	Yes as H of S
Corporate Procurement Team	No

12. Appendices

Customer Service Centre Performance Report for January 2007

13. Background papers

None

Contact Officer

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Tel: 01527 881256

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Bromsgrove District Customer Service Centre Performance Report

January 2007

Written By Roger Horton

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Customer Service Centre (CSC) - Summary of Key performance &

Performance – Telephony performance during January has fallen compared to December, although all of the indicators still remain above the average PI to date. Service requests resolved at First Point of Contact continue to exceed the target of 80% resolution.

The fall in performance this month is linked to the high call volumes experienced in January 53% increase compared to December and 8% up compared to same period in 2006 which has impacted on the performance targets for example Average Speed of Answer fell from 25 seconds to 47 seconds during this month

Street Scene & Waste Management - Remain number 1 for total service requests received by the CSC during January and show a 25% increase over requests received during December continuing the upward trend.

The factors driving the increase are requests relating to

- Round Information (customers either have not received or do not understand information on new calendars) although overall these enquiries have fallen by 27% compared to December.
- Calls in relation to Lost/Stolen/Missing Bins have increased by 90% this month compared to the December period. Some of which are generated as a result of the exceptionally High Winds experienced during January.
- Missed collections have also shown an increase of 8% this month over December.
- Car Park Permits have also shown an increase of 35% over the December period.

Finance (Council Tax, Business Rates, Housing Benefits) - It is worth noting that the CSC during January resolved 90% or more of the service requests in relation to these services at First Point of Contact

E- Mail Requests - Significantly e-mail enquiries this month are at the highest since the CSC opened. During January the CSC received 113 enquiries by e-mail and increase of 130% over December. 48% of these concerned enquiries regarding waste management services.

WebStaff, ATP and Internet Payments - Usage volumes on ATP and Internet Payments remain comparatively low however Webstaff Payments are increasing and up 36% this month.

A strategy is required to reverse these trends. Meetings with Revenues and the Communication teams have been arranged to discuss on 29th January

1.0 CUSTOMER SERVICE CENTRE SERVICE PERFORMANCE REPORT – SUMMARY

Key Performance Indicator (KPI)	Target	January	Trend against monthly average to date	Refer to page
Overall Performance				
Monthly Call Volumes Customer Contact Centre	N/A	9184	↑	7
Monthly Call Volume Council Switchboard	N/A	8781	↑	
Resolution at First Point of Contact all services	80% or more customer requests will be resolved at first point of contact.	86%	↑	8
Resolution at First Point of Contact Telephone	80% or more customer requests will be resolved at first point of contact.	90%	↑	
Resolution at First Point of Contact Face to Face	80% or more customer requests will be resolved at first point of contact.	85%	↓	
Resolution at First Point of Contact e-mail, Internet, letter	80% or more customer requests will be resolved at first point of contact.	88%	↑	
Customer Satisfaction Rating	Telephone Customer survey (85% target satisfaction rate)	100%	↑	13
Telephone Service Factor (monthly target)	80% or more of total calls for month answered within 15 seconds	54%	↓	9
Telephone Service Level (% of days in month TSF met)	Daily TSF target is met on 90% or more of days in month	12%	↓	10
Average Speed of Answer	An average speed of answer of 15 seconds or less	47 Seconds	↑	11
% of Calls Answered	95% or more of calls entering queue are answered	81%	↓	12
Finance - Number of transactions face to face (cashier)	N/A	2538	↑	
Finance - Number of transactions by telephone taken by CSA	N/A	419	↑	
Finance - Number of transactions by internet	N/A	175	↑	
Finance - Number of transactions by Automated Telephone Payments	N/A	52	↓	

2.0 ANALYSIS OF SERVICE REQUESTS

Resolution at first point of contact - by Directorate*				
Directorate	Total Service Requests	Percentage Resolved	Trend against average number of service requests to date	Refer to page
		January		
Street Scene & Waste Management Services	3077	69.94%	↑	-
Finance – Council Tax, Business Rates, Council Tax Benefits, Housing Benefits	1986	97.89%	↑	-
Highways	477	74%	↑	-
Blue Badge	270	92.47%	↑	-
Planning & Environment Services	127	84.64%	↑	-

* Total Service requests received for a particular Directorate/Service

December 2006 Top 10 individual Service Requests Logged				
	Call Type	Quantity	% Resolved at First Point of Contact	Trend against average number of service requests to date
1	Refuse & Waste – Round Information	776	92.78%	↓
2	Highways – service request against individual	363	75.21%	↑
3	Refuse & Waste – Missed Collections	337	69.73%	↓
4	Housing Benefit - Current Claim	336	90.48%	↑
5	Refuse & Waste – Lost/Stolen/Damaged bin	335	66.57%	↑
6	Council Tax – Other Enquiry	334	98.5%	↑
7	Council Tax – General Enquiry	312	99.68%	↑
8	Refuse & Waste – General Enquiry	251	98.8%	↑
9	Car Park Permits	204	97.06%	↑
10	Refuse & Waste – Bulky Collections	160	78.13%	↑

COMMENTS – (relating to service request information)

1. Street Scene & Waste Management

Remains the number 1 for total service requests received by the CSC during January and show a further 25% increase over requests received during December.

The factors driving the increase are calls relating to

- Round Information (customers either have not received or do not understand information on new calendars) overall these enquiries have fallen by 27% compared to December's peak.
- Calls in relation to Lost/Stolen/ Missing Bins have increased by 90% this month compared to the December period. Some of this will be generated as a result of the exceptionally High Winds experienced during January.
- Missed collections have also shown an increase of 8% this month compared to December.
- Car Park Permits have also shown an increase of 35% over the December period.

2. Finance (Council Tax, Business Rates, Housing Benefits)

Remain second this month for total service requests received by the CSC and demonstrate an increase of 70% over the December period. This is driven by commencement of council tax recovery during this period and a return to normal business after holiday period. It's worth noting that the CSC resolved 90% or more of service requests in relation to these services at First Point of Contact

3. Highways

Remain 3rd highest for service requests processed by CSC and show a 73% increase over last month. This reflects the seasonal nature of the demand and especially the results (Tree damage) of extreme high winds experienced 19th and 20th January

4. Blue Badge

Demonstrate a 52% increase over last month. Which would be expected as business returns to normal following the holiday period.

5. E-Mail Requests

- Significantly e-mail enquiries this month are at the highest since the CSC opened. During January the CSC received 113 enquiries by e-mail and increase of 130% over December. 48% of these concerned enquiries regarding waste management services. The upsurge is felt to be partly seasonal and also linked to the recent improvements made to the Council Website.

6. Automated Telephone Payments & Internet Payments

The positive trend for Internet payments continues this month and is 70% up compared to December. However Automated Payments by Telephone have fallen and are 30% down compared to December 2006.

7. Webstaff Payments

– Payments taken over the phone by CSA's continue to increase this month and show a 36% increase over December

3.0 KEY EVENTS & COMMENTARY

The following key events and factors have influenced performance of the CSC KPI (key Performance Indicators) results for January

Key Events

6 Days Sickness where lost during this period

40 Days annual leave where taken during this period

23.5 days training where delivered during this period (Social Services, Telephony, County Induction, compulsory training Bromsgrove PDR Process)

1 Day Bank Holiday fallen this month

Commentary

Overall service demand against the majority of services is up during January compared to December which is what would be expected as business returns following the holiday period.

Significantly calls to both the CSC and the Council switchboard have shown a 53% increase compared to the previous month and although an increase was expected an increase of this size in call volume has impacted on performance.

Calls in relation to waste management services, council tax recovery and storm damage following High winds have driven the call rate during this month.

Performance

Performance during this period is split; telephone performance during January has declined compared to December, although all indicators remain above the average performance indicators to date. Performance in relation to resolving service requests at First Point of Contact continues to exceed target.

The fall in performance this month is linked to the high call volumes experienced in January which have impacted on the telephony performance targets for example Average Speed of Answer fell from 25 seconds to 47 seconds this month

Staffing provision has also been diluted during this period due to commitments made to staff training with 23.5 days delivered and annual leave taken at 40 days. Training and leave where scheduled for this period as although a post holiday surge in calls was expected, overall demand usually starts to fall away to mid March. However the trend this year is 8% up on the same period 2006

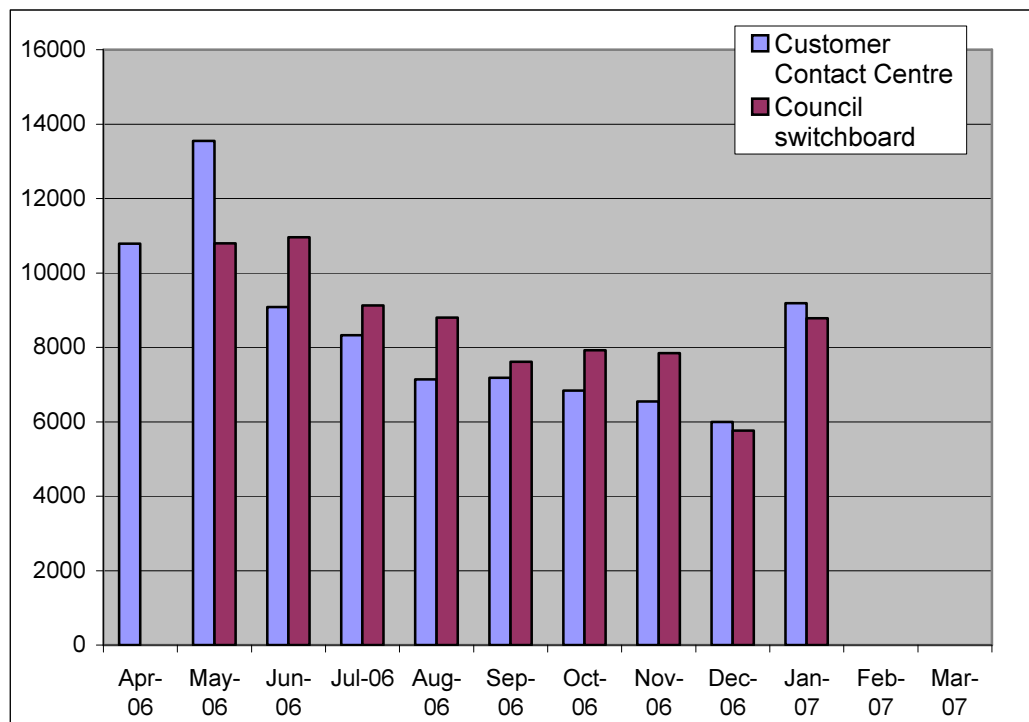
Actions

- 1. Resource Level Agreements (RLA)** key strategic and operational documents for CSC, review meetings have taken place with the Revenues and Benefits team during January. Work is progressing well especially with Benefits; Revenues is still in progress and follow up meetings are arranged for end of February.
- 2. Refuse & Waste Services:** Feedback has been provided to the service to assist with improving customer communication during the year 2007
- 3. Highways:** Meeting with Highways on the 16th January was very positive and resolved many issues in relation to service delivery.
- 4. WebStaff, ATP and Internet Payments** - Usage volumes on ATP and Internet Payments are comparatively low and Webstaff Payments are increasing. It is acknowledged that a strategy needs to be developed and implemented to reverse these trends. Meetings with Revenues and the Communication teams have been arranged to discuss on 29th January

4.0 TREND ANALYSIS

4.1 MONTHLY CALL VOLUMES

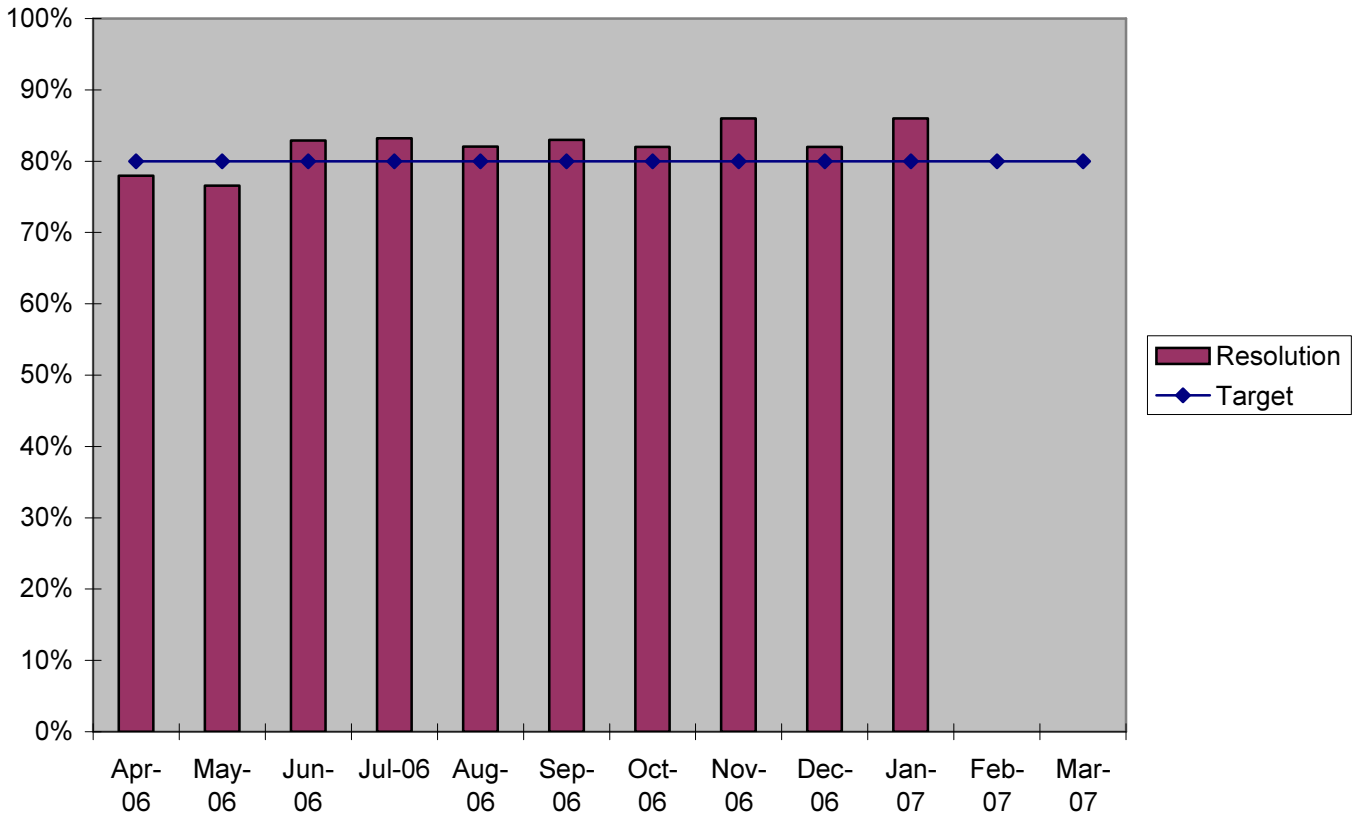
Total calls offered for January were



	06/07		TREND ANALYSIS: Call volumes to CSC and Council Switchboard are both up during this month. CSC call volume is up by 53% and the Council switchboard is up by 52%. This trend is expected following the holiday period in December although this year call volume to CSC is 8% higher than same period in 2006
	CSC calls	Switch board calls	
Apr	10784	/	
May	13548	10795	
Jun	9083	10963	
Jul	8324	9123	
Aug	7142	8803	
Sept	7179	7614	
Oct	6839	7923	
Nov	6548	7841	
Dec	5998	5761	
Jan	9184	8781	
Feb			
Mar			

4.2 CALLS RESOLVED AT FIRST POINT OF CONTACT

KPI: 80% or more of service requests are resolved entirely within the Contact Centre.

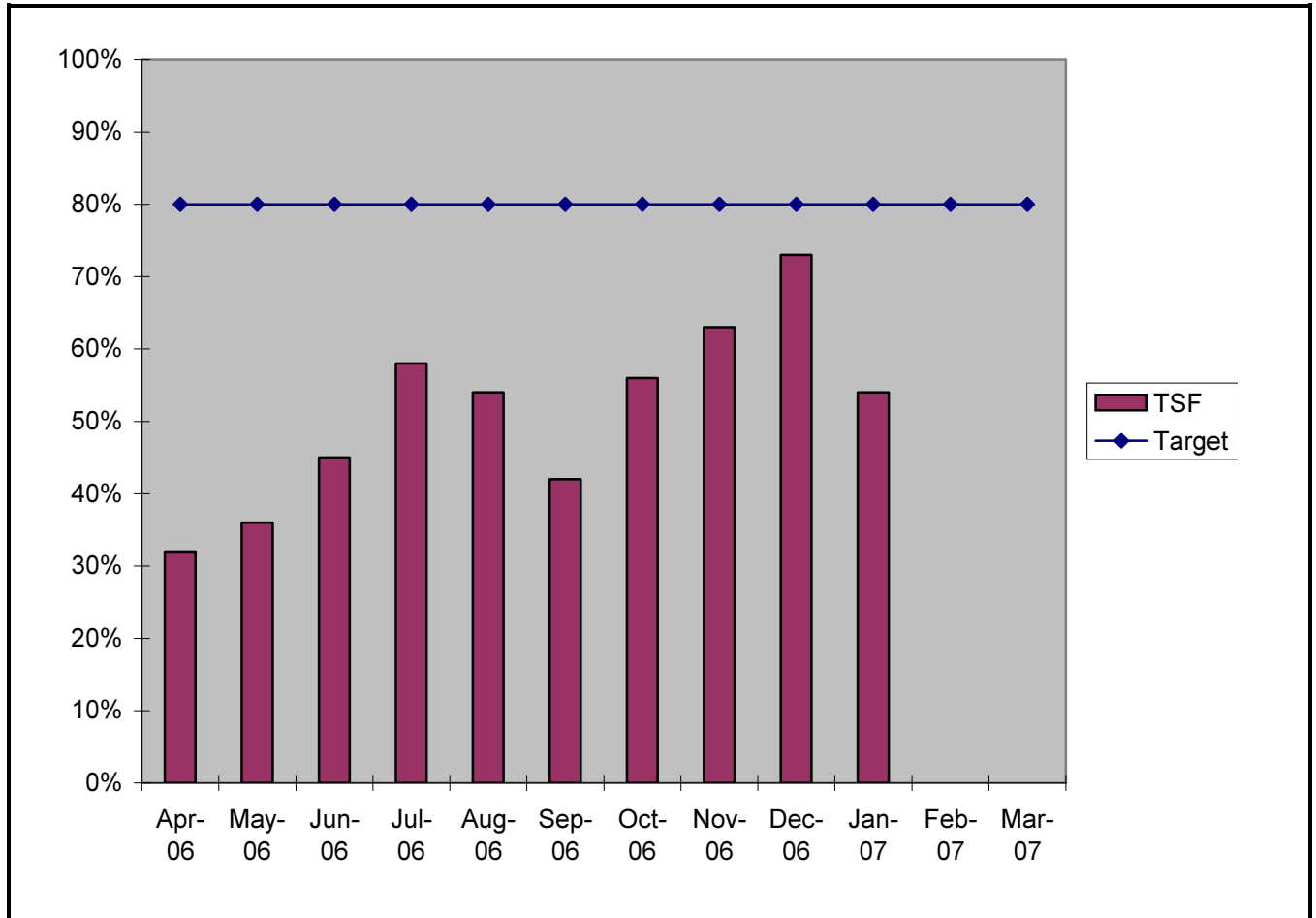


	06/07	<u>TREND ANALYSIS:</u>
Apr	77.96%	The service requests at First Point of Contact remain above target of 80% at 86% which is 4% up compared to last month
May	76.58%	
Jun	82.88%	
July	83.2%	
Aug	82.03%	
Sep	83.00%	
Oct	82%	
Nov	85.98%	
Dec	82%	
Jan	86%	
Feb		
Mar		

4.3 TELEPHONE SERVICE FACTOR

TELEPHONE SERVICE FACTOR - MONTHLY TARGET

KPI: 80% of total calls for the month will be answered within 15 seconds.



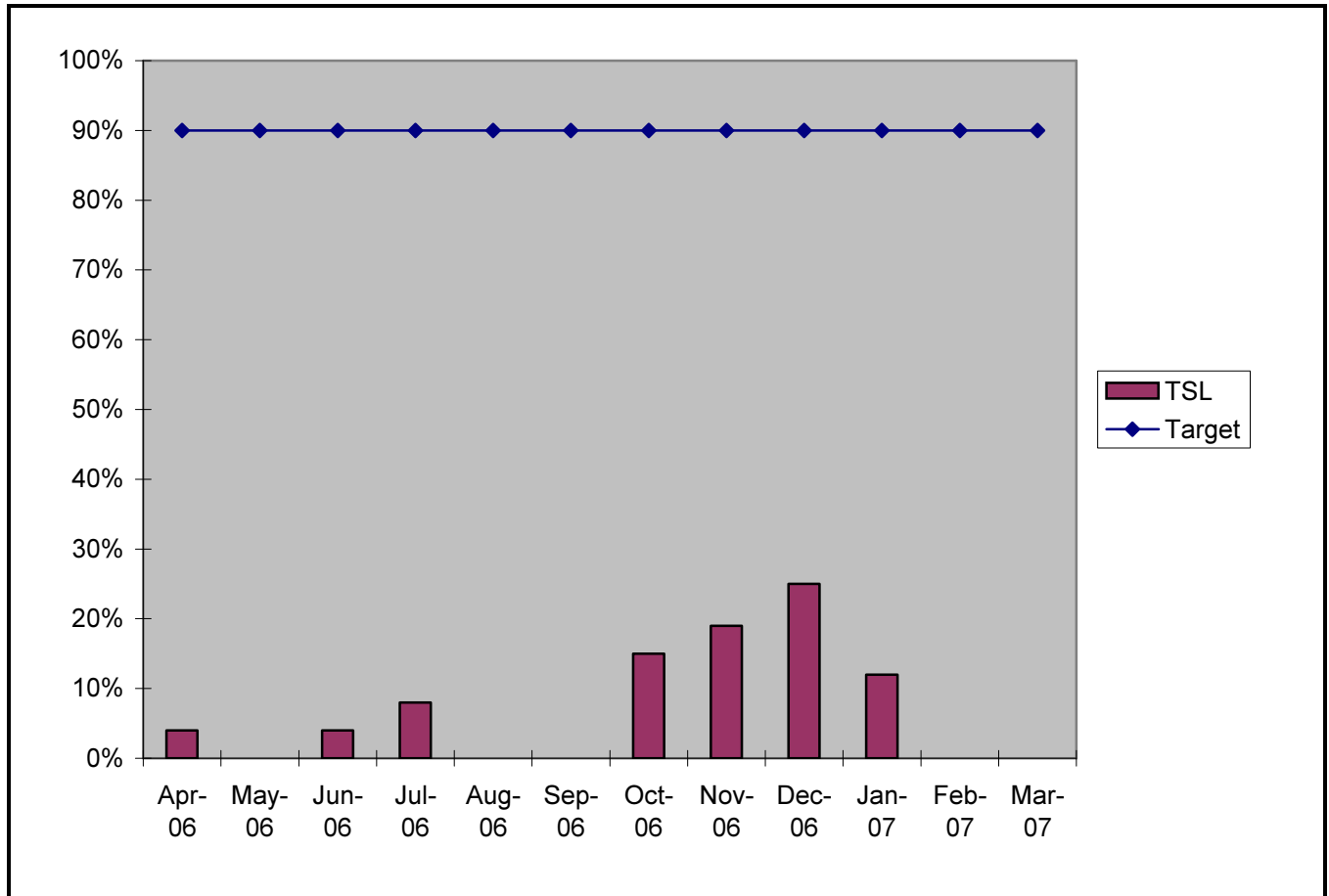
	06/07
Apr	32%
May	36%
Jun	45%
July	58%
Aug	54%
Sep	42%
Oct	56%
Nov	63%
Dec	73%
Jan	54%
Feb	
Mar	

TREND ANALYSIS:

This PI has fallen this month and is 19% down compared to last month. Call volumes and staff resources have impacted on this indicator

4.4 TELEPHONE SERVICE LEVEL – PERCENTAGE DAYS MET IN MONTH

KPI - the daily target (of 80% of calls answered within 15 seconds) will be achieved on 90% of days in the month.



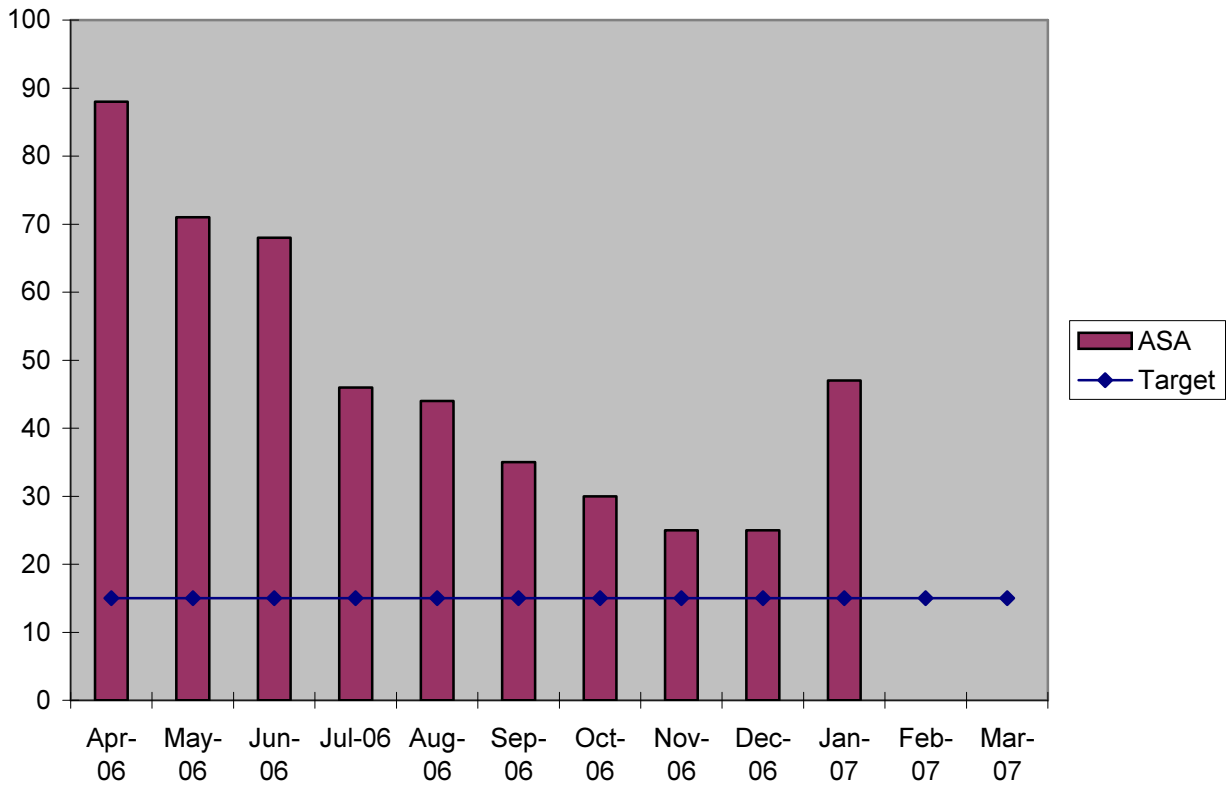
	06/07
Apr	4%
May	0%
Jun	4%
Jul	8%
Aug	0%
Sep	0%
Oct	15%
Nov	19%
Dec	25%
Jan	12%
Feb	
March	

TREND ANALYSIS:

Performance against this target fallen this month Call volumes and staff resources have impacted on this indicator

4.5 AVERAGE SPEED OF ANSWER

KPI over the total month, the average time that a customer waits in the Contact Centre queue before being answered, will be less than 15 seconds.



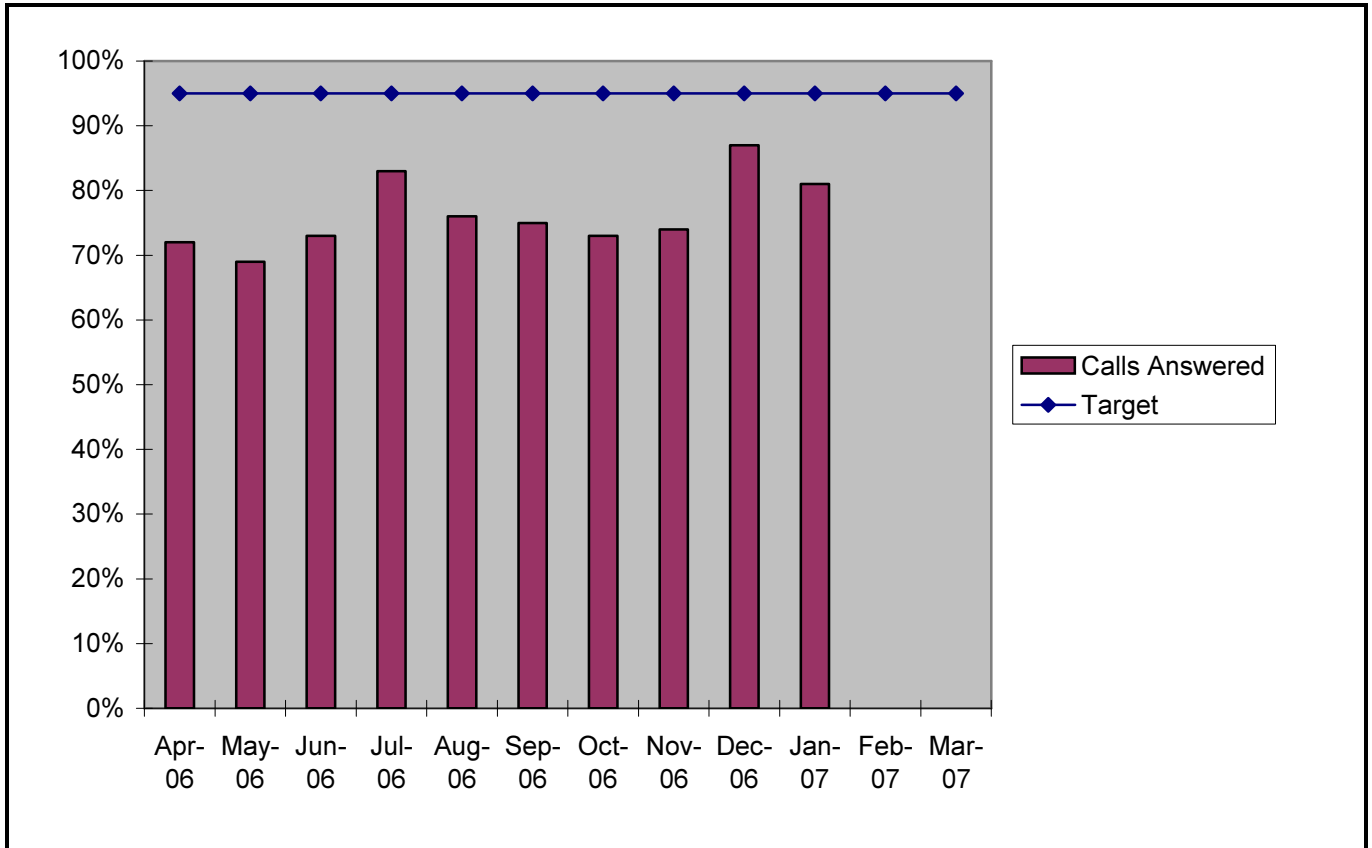
06/07	seconds
Apr	88
May	71
Jun	68
Jul	46
Aug	44
Sep	35
Oct	30
Nov	25
Dec	25
Jan	47
Feb	
Mar	

TREND ANALYSIS:

Repeats the trend with all other telephone PI's the ASA has increased this month and is 22 seconds higher than December figure.

4.6 PERCENTAGE OF CALLS ANSWERED

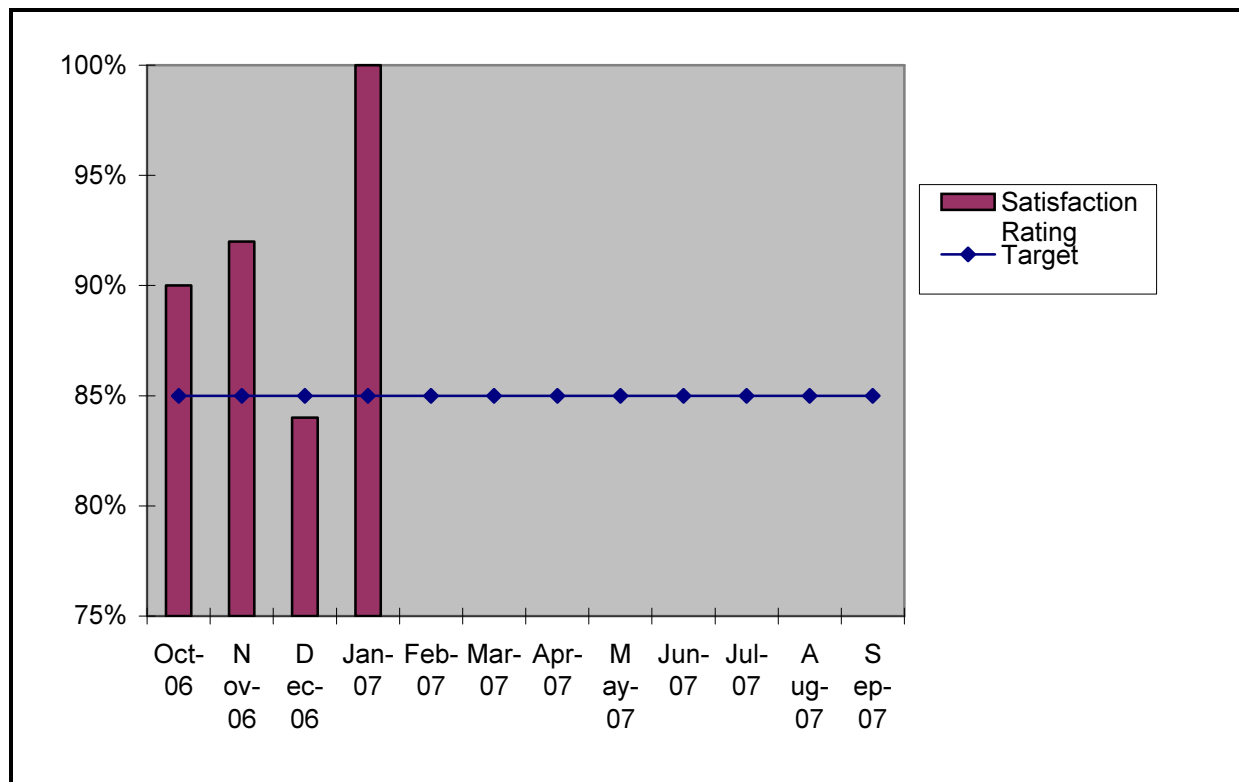
KPI: 95% or more of customer calls will be answered by the Contact Centre before the customer abandons the call.



	06/07	<u>TREND ANALYSIS:</u>
Apr	72%	Demonstrates a 6% fall compared to last month
May	69%	
Jun	73%	
July	83%	
Aug	76%	
Sep	75%	
Oct	73%	
Nov	74%	
Dec	87%	
Jan	81%	
Feb		
Mar		

5.0 CUSTOMER SATISFACTION RATING

KPI: TBA.



		TREND ANALYSIS:
Oct-06	90%	Very small return to questionnaires mailed out this month. However of those returned no negative comments where recorded hence 100% response
Nov-06	92%	
Dec-06	84%	
Jan-07	100%	
Feb-07		
March-07		
April-07		
May-07		
June-07		
July-07		
Aug-07		
Sept-07		

1.0 CUSTOMER SATISFACTION**Definition: Customer Satisfaction Index**

1. Quarterly surveys handed to walk in customers
2. Monthly surveys posted to a sample of telephone customers

Collection Methodology: survey completed by customer

Goal: 85% satisfaction

2.0 CALLS RESOLVED AT FIRST POINT OF CONTACT**Definition: Calls Resolved FPOC**

- * The percentage of inquiries that are resolved by a CSA, without the need to refer the call to a specialist. (Excludes requests for transfer and professional callers)

Methodology:

- ⇒ This data is extracted from the e-Shop database and records the percentage of calls resolved within the Contact Centre, without the need to transfer to a specialist.

Goal:

75% or more of customer calls are resolved entirely within the Contact Centre without the need to transfer to a second person. This is an overall Hub target assuming a wide range of service provision.

* This definition is subject to working party in September 2005

3.0 TELEPHONE SERVICE FACTOR**Definition: TSF (Telephone Service Factor or Service Level)**

Telephone Service Factor can be reported in a number of ways.

- Service Level Abandoned Ignored
- Service Level Abandoned Positive
- Service Level Abandoned Negative

We report on Service Level Abandoned Ignored which represents the total number of calls answered within the specified time frame, ie % of calls answered within 15 seconds, ignoring the effect of abandoned calls in the service level calculation.

On a daily, monthly and annual basis, the Contact Centre will aim to answer 80% of all calls within 15 seconds (TSF)

The Contact Centre also will aim to achieve this target on at least 90% of days in the month (TSL)

Data Source:

⇒ This data is collected from IPCC via webview reporting and shows the percentage of calls answered within 15 seconds by CSAs. The time is measured from the time the customer enters the Contact Centre queue.

Goal:

- a) Telephone Service Factor – Monthly – the target TSF is for more than 80% of total calls for that month to be answered within 15 seconds.
- b) Telephone Service Factor – Percentage Days in Month Target Met - the target is to achieve the daily TSF on 90% of days in the month. (eg. 18 days in month TSF achieved divided by 20 working days in month = 90%)

4.0 AVERAGE SPEED OF ANSWER

Definition: ASA (Average Speed of Answer)

Is the average time that a customer has to wait in the queue before being answered by a Customer Service Advisor.

Data Source:

⇒ This data is collected from IPCC via webview reporting and records the average time it takes a CSA to answer the customers call once it has entered the Contact Centre queue.

Goal:

For the total month, the average time that a customer waits in the Contact Centre queue before being answered, is less than 15 seconds.

5.0 PERCENTAGE OF CALLS ANSWERED

Definition: % of calls offered/abandoned

Measures the actual percentage of calls answered by the Customer Service Advisors, out of the total calls that enter the Contact Centre queue.

Data Source:

⇒ This data is collected from the IPCC database via webview reporting. This information shows the number of calls entering the Contact Centre queue, the percentage of those calls actually answered by CSAs and the percentage of customers that hang up before reaching a CSA.

Goal:

95% or more of customer calls will be answered by the Contact Centre before the customer abandons the call.

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

23 MARCH 2007

ANALYSIS OF 3 YEAR TARGETS FOR BVPI's

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

1. SUMMARY

To report to Performance Management Board on how future targets compare against the quartile positions and to report all forward targets, both BVPI's and local PI's.

2. RECOMMENDATIONS

- 2.1 That PMB notes that some of the targets are improved from those as submitted in the Council Plan which has been approved at Cabinet, see section 4.1 and Appendix 1.
- 2.2 That PMB considers whether to recommend to Cabinet that these improved targets be adopted.
- 2.3 That PMB notes the full list of targets (for both national and local PI's) which are shown in Appendix 6 and considers whether to make any recommendations to Cabinet on these.
- 2.4 That PMB notes that the target of 75% of BVPI's to be above the median by the end of 2008/09 will not be achieved given the current three year targets for BVPI's, see sections 4.2 and 4.3.
- 2.5 That PMB notes that there are some targets which are currently just below the median (see section 4.4) and also that there are some which are only just above the median (see section 4.5).
- 2.6 That PMB notes that there are currently some BVPI's for which targets are not yet set, (see section 4.6) and considers whether to make any recommendations on these.
- 2.7 That PMB notes the intention to review targets at the upcoming improvement days, see section 4.7, and consider whether to make any recommendations at this stage.

3. BACKGROUND

- 3.1 The Council Plan as approved by Cabinet includes a target to improve performance such that by the end of 2008/09 75% of BVPI's are above the median. This analysis looks at the targets in the latest versions of Departments Business Plans to assess whether that is achievable.
- 3.2 The targets used in this analysis are taken from the latest versions of 2007/08 Business Plans. Some of the targets are changed from those originally submitted to Cabinet (see section 4.1). Also there are a few BVPI's for which there are currently no targets set, how these are dealt with is explained in section 4.6.

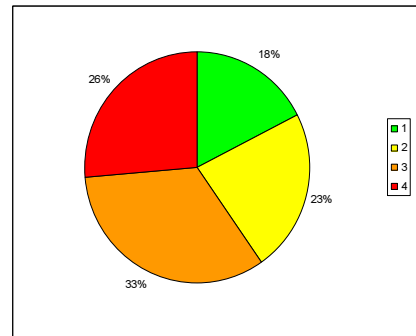
4. ANALYSIS OF TARGETS

- 4.1 The Council Plan submitted to Cabinet contained a list of those PI's (both BVPI's and local PI's) which will be reported and monitored/managed corporately in 2007/08, together with targets for each PI. Since then some of these targets have been revised (all have been improved). Appendix 1 shows the list of these PI's.
- 4.2 All future years' targets for BVPI's have been compared against the District council quartiles for 2005/06. Appendix 2 shows the position for each BVPI over the next three years, with a summary shown in the pie charts overleaf. It should be remembered that the national quartile positions usually improve each year, so that even if targets are met in the later years then the quartile positions may not be as good as predicted in these pie charts.
- 4.3 From the pie charts it can be seen that the proposed target for improvement in quartile positions, as at 3.1 above, will not be met given the current proposed targets for BVPI's. Therefore, either the overall target above needs to be reduced, or alternatively some of the BVPI targets need to be increased, or a combination of both.
- 4.4 There are eight BVPI's where our targets are just below the median, thus where a relatively small increase in target would improve the quartile position. These are listed in Appendix 3. If the targets for half of the above PI's could be improved to be above the median then that would give a figure of 72% of PI's above the median for 2008/09. As yet no work has been done to assess what would be required to increase performance in these areas.
- 4.5 Conversely, there are eleven BVPI's where our targets are only just above the median, and thus at risk of being overtaken by an improved median, or dropping into a lower quartile if the target is not met. These are listed in appendix 4. Clearly, if any of these PI's were to fall below the median then the overall quartile position would be adversely affected, thus it may be prudent to consider increasing some of these targets. As yet no work has been done to assess what would be required to increase performance in these areas.

Analysis of future targets

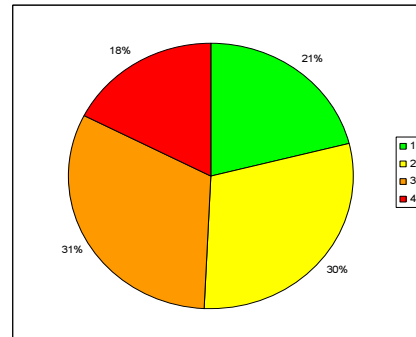
Estimated outturn 2006/07

	number	%
Top quartile	10	18
2 nd quartile	13	23
Above median	23	41
3 rd quartile	19	33
Bottom quartile	15	26
Below median	34	59
Number of PI's	57	



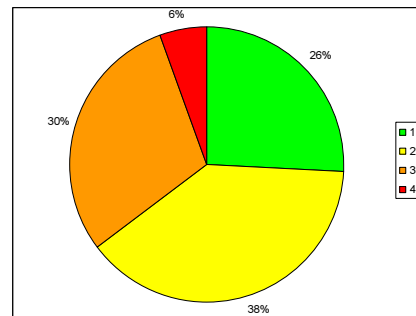
Targets 2007/08

	number	%
Top quartile	12	21
2 nd quartile	17	30
Above median	29	51
3 rd quartile	18	31.5
Bottom quartile	10	17.5
Below median	28	49
Number of PI's	57	



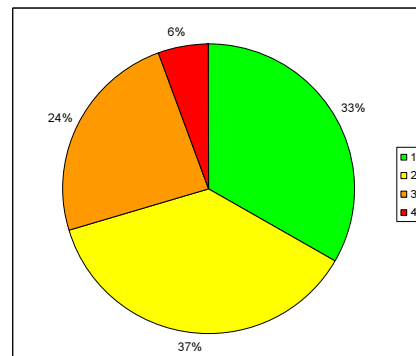
Targets 2008/09

	number	%
Top quartile	14	26
2 nd quartile	21	39
Above median	35	65
3 rd quartile	16	29.5
Bottom quartile	3	5.5
Below median	19	35
Number of PI's	54	



Targets 2009/10

	number	%
Top quartile	18	33
2 nd quartile	20	37
Above median	38	70
3 rd quartile	13	24
Bottom quartile	3	6
Below median	16	30
Number of PI's	54	



4.6 There are nine BVPI's for which there are currently no targets set. For the purposes of this analysis assumptions have been made as to which quartiles these BVPI's will fall into in future years, based on current performance. The assumed quartile is included for each of these BVPI's in appendix 2 and in the calculations which lead to the pie charts in 4.2 above. Appendix 5 lists these BVPI's and explains the rationale for the assumptions that have been made.

4.7 As already stated, no work has been done yet to assess the feasibility and resource implications of raising targets to improve and strengthen the overall quartile position in future. It would not be practical to arbitrarily set higher targets without proper consideration. Also if additional resources are to be allocated then that needs to be in line with our priorities and not just for the sake of chasing quartile points. CMT are holding an Improvement Plan day on 5 April where this will be considered. Another Improvement Plan day is planned following the elections with CMT and the new Cabinet where it can be discussed again. Final targets will then be published in the Council Results document, which must be published by the end of June 2007 in order to meet statutory requirements.

5. FINANCIAL IMPLICATIONS

5.1 No financial implications

6. LEGAL IMPLICATIONS

6.1 No Legal Implications

7. CORPORATE OBJECTIVES

7.1 Performance reporting and performance management contribute to achieving the objective of improving service performance.

8. RISK MANAGEMENT

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: see 7.1 above
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None

Environmental: None
Equalities and Diversity: None

11. OTHERS CONSULTED ON THE REPORT

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

12. APPENDICES

- Appendix 1 List of PI's where the targets have been revised
- Appendix 2 Analysis of BVPI targets
- Appendix 3 List of BVPI's with targets for 2008/09 which are just below the median
- Appendix 4 List of BVPI's with targets for 2008/09 which are only just above the median
- Appendix 5 List of BVPI's which currently do not have future targets set
- Appendix 6 List of all future targets, by department

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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List of PI's that have had targets changed since approval at Cabinet

PI ref	Description	Change to target since submission of Council Plan to Cabinet
BV199a	Proportion of land & highways assessed as having unacceptable levels of litter & detritus	Target for 2009/10 improved from 13% to 12%
BV109a	%age of major planning applications determined within 13 weeks	Target for 2008/09 improved from 65% to 70%. Target for 2009/10 improved from 65% to 75%
BV109b	%age of minor planning applications determined within 8 weeks	Target for 209/10 improved from 83% to 85%

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Future targets - quartile positions

APPENDIX 2

1 2 3 4 5 6 7 17 18 19

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
Planning - Top 45																		
BV106	The percentage of new homes built on previously developed land	DH	92	1	H	89.36	75.00	57.36	1	67.00	n/a	n/a	67.00	n/a	67.00	n/a	67.00	n/a
BV109a	The percentage of major planning applications determined within 13 weeks	DH	35	4	H	74.75	66.67	58.05	4	55.00	55.00	4	60.00	3	70.00	2	75.00	1
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	80.39	74.01	68.60	4	77.00	80.00	2	65.00	4	80.00	2	85.00	1
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	91.61	88.23	83.85	4	89.00	80.00	4	80.00	4	90.00	2	90.00	2
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	Yes	Yes	n/a	yes	n/a	yes	n/a	yes	n/a
BV200b	Have the milestones in the LDS been met	DH	No	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	yes	n/a	yes	n/a	yes	n/a
BV200c	Has an annual monitoring report been published by December 2005	DH	Yes	n/a	n/a	n/a	n/a	n/a	n/a	Yes	Yes	n/a	yes	n/a	yes	n/a	yes	n/a
BV204	The percentage of planning appeal decisions allowed	DH	32	n/a	n/a	24	29	37	n/a	40.00	36.00	n/a	33.00	n/a	32.00	n/a	32.00	n/a
BV205	The percentage score against the quality of planning services checklist	DH	78	4	H	94	94	83	4	100.00	83.00	4	100.00	1	100.00	1	100.00	1
BV64	Number of vacant private sector dwellings returned to occupation	DH			H	38	13	4		4.00	4.00	3	4.00	3	5.00	3	6.00	3
BV183a	average length of stay in temporary accommodation - B&B	DH			L	1	3	5		0.00	0.00	1	0.00	1	0.00	1	0.00	1
BV183b	average length of stay in temporary accommodation - hostel	DH			L	0	7	18		8.00	8.00	3	12.00	3	10.00	3	0.00	1
BV202	Number of people sleeping rough on a single night within the authority	DH			L	0	1	4		9.00	9.00	4	0.00	1	0.00	1	0.00	1
BV203	The percentage change in the average number of families in temporary accommodation	DH			L	-18	1	22		-10.00	-10.00	2	-10.00	2	-10.00	2	-10.00	2
BV213	Housing advice service: Preventing homelessness	DH			H	5	2	1		1.50	1.50	3	1.50	3	1.50	3	1.50	3
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	3	L	0	1.82	4.19	3	3.00	4.00	3	1.80	2	1.80	2	1.80	2

Housing Benefit and Council Tax Benefit - Top 45

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
BV76a	Number of claimants visited per 1000 caseload									196		222		n/a		n/a		
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.45	n/a	n/a	n/a	n/a	n/a	n/a	0.56	0.42	n/a	0.6	n/a	0.60	n/a	0.60	n/a
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	47.50	n/a	n/a	59.53	41.20	29.00	n/a	50.00	67.87	n/a	55	n/a	55.00	n/a	55.00	n/a
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	10.00	n/a	n/a	6.25	4.00	2.52	n/a	8.50	6.79	n/a	8.6	n/a	7.00	n/a	7.00	n/a
BV78a	The average number of days taken for processing new claims.	JLP	37.81	4	L	25.50	31.00	37.80	4.00	35.78	34.00	3	28	2	25.00	1	25.00	1
BV78b	The average number of days taken for processing changes in circumstances	JLP	11.88	2	L	8.50	11.90	16.70	2.00	10.80	10.80	2	9	2	8.00	1	8.00	1
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	96	4	H	99.00	98.20	96.80	4	99.00	95.00	4	99.00	1	99.00	1	99.00	1
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JLP	68.05	3	H	79.46	70.35	59.37	3.00	55.00	55.00	4	60.00	3	60.00	3	60.00	3
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	47.39	1	H	41.22	34.11	28.35	1.00	25.00	23.00	4	30.00	3	30.00	3	30.00	3
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	10.20	n/a	n/a	n/a	n/a	n/a	n/a	6.00	6.00	n/a	5.00	n/a	5.00	n/a	5.00	n/a

Waste and Cleanliness - Top 45

BV82ai	The percentage of household waste that has been recycled	MB	19.95	2	H	21.72	18.50	14.79	2.00	21.50	21.30	2	21.50	2	21.55	2	22.00	1
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	2	H	9,083	6,840	5,280	2	9,011	8,200	2	8,200	2	8,210	2	8,400	2
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	14.67	8.29	2.68	1.00	21.50	19.69	1	19.60	1	19.60	1	19.60	1
BV82bii	The tonnage of household waste that has been composted	MB	8641	1	H	6049	3158	934	1	9,011	7622	1	7,500	1	7,500	1	7,500	1
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	381	410	443	4	445.00	427	3	420.00	3	418.00	3	415.00	3
BV84b	The percentage change in the amount of household waste collected	MB	14.16	4	L	-3.22	-0.44	2.51	4.00	9.61	-4.52	1	-1.18	2	-1.65	2	-2.35	2

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
BV86	The cost of household waste collection	MB	71.19	4	L	40.28	46.25	52.61	4.00	70.00	70.00	4	N/A	4	N/A	4	N/A	4
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	4	H	100.00	99.40	94.00	4.00	94.00	94.00	3	95.00	3	95.00	3	97.00	3
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	4	H	100.00	98.80	92.30	4.00	94.00	94.00	3	95.00	3	95.00	3	97.00	3
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	26	4	L	8.00	12.00	19.00	4	20.00	17.00	3	17.00	3	15.00	3	12.00	2
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	MB	6.00	4	L	0.00	1.00	4.00	4	5.00	4.00	3	4.00	3	3.00	3	1.00	2
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	MB	1.00	3	L	0.00	0.00	1.00	3	1.00	1.00	3	1	3	1	3	1	3
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	1	3	3	n/a	2		2		2	

Environment and Environmental Health - Top 45

BV166a	The percentage score against the Environmental Health best practice checklist	DH	70.00	4	H	98.70	90.00	80.00	4.00	70.00	70.00	4	80.00	3	90.00	2	90.00	2
BV216a	The number of sites of potential concern with respect to land contamination	DH	1,812	4	L	1,198	697	323	4	1,815	1,815	4	1,815	4	1,815	4	1,815	4
BV216b	The percentage of identified sites for which sufficient details are available for decisions	DH	0.61	4	H	8.00	3.00	1.00	4	2.00	1.80	3	3.00	2	5.00	2	6.00	2
BV217	The percentage of pollution control improvements to existing installations completed on time.	DH	100.00	2	H	100.00	94.00	85.00	2	90.00	90.00	3	90.00	3	95.00	2	95.00	2
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93.00	2	H	96.12	87.00	71.58	2	95.00	96.00	2	95.00	2	95.00	2	95.00	2
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100.00	1	H	93.95	77.50	56.53	1	0.95	95.00	1	95.00	1	95.00	1	95.00	1
BV219a	The total number of conservation areas	DH	10	n/a	n/a	n/a	n/a	n/a	n/a	10	10	n/a	10	n/a	10	n/a	10	n/a

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
BV219b	The percentage of conservation areas with an up-to-date character appraisal	DH	10	2	H	26	8	0	2	30.00	20.00	2	30.00	1	40.00	1	50.00	1
BV219c	The percentage of conservation areas with published management proposals	DH	0	4	H	6	0	0	4	10.00	10.00	1	10.00	1	20.00	1	30.00	1
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	338,225	338000	n/a	348,033	n/a	n/a	n/a	n/a	n/a
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	34.00	34	n/a	34.00	n/a	34.00	n/a	34.00	n/a
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	32,521	32,521	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	21.24	4	H	861.00	312.00	77.00	4.00	25	26	4	N/A	4	N/A	n/a	N/A	n/a
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4	H	460.00	178.00	53.00	4.00	16	23	4	N/A	4	N/A	n/a	N/A	n/a
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3	H	3302.00	1279.00	260.00	3.00	600	500	3	N/A	4	N/A	n/a	N/A	n/a

Community Safety and Well-being - Top 45

BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3	L	5.70	7.40	9.60	3.00	12.45	12.45	4	N/A	4	N/A	4	N/A	4
BV127a	The number of violent crimes per 1,000 population	RH	14.25	2	L	11.10	14.50	18.60	2.00	13.11	13.11	2	N/A	2	N/A	2	N/A	2
BV127b	The number of robberies per 1,000 population	RH	0.44	3	L	0.20	0.30	0.70	3.00	0.63	0.63	3	N/A	3	N/A	3	N/A	3
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	3	L	6.40	8.30	10.50	3.00	10.17	11.18	4	N/A	4	N/A	3	N/A	3

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
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	0	0	n/a	n/a	n/a	n/a	n/a	n/a	
BV175	The percentage of those racial incidents that have resulted in further action	CF	n/a	1	H	100	100	100	1	100.00	100.00	1	100.00	1	100.00	1	100.00	
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	78.00	78.00	n/a	n/a	n/a	n/a	n/a	n/a	

BVPIs - Corporate Health

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	n/a	n/a	n/a	2	2	n/a	3	n/a	3	n/a	3	n/a
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	71	2	H	73	58	42	2	80	80	1	80	1	80	1	80	1
BV8	Percentage of invoices paid on time	JLP	0.93	4	H	97.30	95.00	92.20	4	100.00	96.00	2	97.00	2	98.00	1	98.00	1
BV9	Percentage of Council Tax collected	JLP	98.30	2	H	98.53	98.11	97.40	2	98.80	98.70	1	98.80	1	98.50	2	98.50	2
BV10	Percentage of Non-Domestic Rates collected.	JLP	98.70	3	H	99.30	99.00	98.40	3	98.80	98.70	3	98.80	3	98.50	3	98.50	3
BV11a	The percentage of top 5% of earners: who are women	JP	16.88	4	H	31.25	25.00	18.79	4	24.00	22.70	3	25.00	2	25.00	2	27.00	2
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0.00	4	H	3.37	0.00	0.00	4	1.50	0.00	2	2.00	2	2.20	2	2.30	2
BV11c	The percentage of top 5% of earners: with a disability	JP	0.00	4	H	5.91	2.09	0.00	4	2.00	4.76	2	2.00	3	2.20	2	2.30	2
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	8.29	9.54	10.92	3.00	9.50	10.65	3	9.00	2	8.75	2	8.50	2
BV14	The percentage of employees retiring early (excluding ill-health)	JP	1.50	4	L	0.00	0.40	0.83	4.00	1.00	0.29	2	0.80	3	0.50	3	0.50	3
BV15	The percentage of employees retiring on grounds of ill-health	JP	0.60	4	L	0.00	0.25	0.42	4.00	0.30	0.00	1	0.20	2	0.20	2	0.20	2
BV16a	The percentage of employees with a disability	JP	0.00	4	H	4.37	3.11	2.13	4.00	1.20	2.00	4	1.80	4	2.50	3	2.50	3

Ref	Description	HoS	2005/06		2005/06 Quartile Data				Which Quartile	2006/07	2006/07	2006/07	2007/08	2007/08	2008/09	2008/09	2009/10	2009/10
			Actuals	Quartile	Higher or lower	Top Quartile	Median	Bottom Quartile		Target	Est. Outturn	Est. Outturn Quartile	Target	Quartile for Target	Target	Quartile for Target	Target	Quartile for Target
BV17a	The percentage of employees from minority ethnic communities	JP	0.70	4	H	2.70	1.40	0.80	4.00	1.00	0.98	3	2.00	2	2.50	2	2.50	2
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CF	75.00	2	H	87.50	72.87	53.81	2	85.00	75.00	2	85.00	2	85.00	2	85.00	2

BVPI's that have targets for 2008/09 which are just below the median

Ref	Description	2005/06 median	Current 2008/09 target
BV183b	average length of stay in temporary accommodation - hostel	7	10
BV213	Housing advice service: Preventing homelessness	2	1.5
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	34.11	30
BV84a	Number of kilograms of waste collected per head of population	410	418
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	12	15
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	1	3
BV10	Percentage of Non-Domestic Rates collected.	99	98.5
BV14	The percentage of employees retiring early (excluding ill-health)	0.4	0.5

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BVPI's that have targets for 2008/09 which are only just above the median

Ref	Description	2005/06 median	Current 2008/09 target
BV109a	The percentage of major planning applications determined within 13 weeks	66.67	70
BV109b	The percentage of minor planning applications determined within 8 weeks	74.01	80
BV109c	The percentage of other planning applications determined within 8 weeks	88.23	90
BV214	The percentage of homeless households who suffer homelessness within 2 years	1.82	1.80
BV166a	The percentage score against the Environmental Health best practice checklist	90	90
BV217	The percentage of pollution control improvements to existing installations completed on time.	94	95
BV9	Percentage of Council Tax collected	98.11	98.5
BV11a	The percentage of top 5% of earners: who are women	25	25
BV11c	The percentage of top 5% of earners: with a disability	2.09	2.20
BV12	The average number of working days lost due to sickness.	9.54	8.75
BV15	The percentage of employees retiring on grounds of ill-health	0.25	0.2

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BVPI's that currently do not have future targets set

Ref	Description	Comment
BV86	Cost of household waste collection	This PI is collected annually (although we are currently exploring how to report more frequently). In 2005/06 the figure was £71.19 against a median figure of £46.25 and a bottom quartile figure of £56.21 (low is good for this PI). For the purposes of this analysis it has been assumed that this PI will remain in the bottom quartile over the next three years.
BV126	The number of domestic burglaries per 1,000 households	The Police will not be setting targets for these PI's before April. This PI has a projected outturn of 12.45, the bottom quartile figure is 9.6 (low is good for this PI). As it would require a 25% (approx) improvement before this PI was not bottom quartile then for the purposes of this analysis it is assumed that this PI will remain bottom quartile for the next three years
BV127 a	The number of violent crimes per 1,000 population	The Police will not be setting targets for these PI's before April. This PI has a projected outturn which is comfortably within the 2 nd quartile but at the lower end of the quartile. For the purposes of this analysis it is assumed that this PI will remain in the second quartile for the next three years.
BV127 b	The number of robberies per 1,000 population	The Police will not be setting targets for these PI's before April. This PI has a projected outturn which is within the 3 rd quartile but not far above the bottom quartile position. For the purposes of this analysis it is assumed that this PI will remain in the third quartile for the next three years.
BV128	The number of vehicle crimes per 1,000 population	The Police will not be setting targets for these PI's before April. This PI has a projected outturn which places it in the bottom quartile, not far below the quartile position. For the purposes of this analysis it is assumed that the PI will rise from bottom quartile to 3 rd quartile in 2008/09
BV170 a	Number of visits/usages of museums and galleries per 1,000 population	Pending decisions on future service provision. It is assumed that these BVPI's will not feature in the calculations on quartile spread from 2008/09 onwards
BV170 b	Number of visits in person to museums and galleries per 1,000 population	Pending decisions on future service provision. It is assumed that these BVPI's will not feature in the calculations on quartile spread from 2008/09 onwards
BV170 c	Number of pupils visiting museums & galleries in organised school groups	Pending decisions on future service provision. It is assumed that these BVPI's will not feature in the calculations on quartile spread from 2008/09 onwards
BV226	Amount spent on advice on housing, benefits and consumer matters provided by the council	This is a complex PI and future targets are currently being considered. There is currently no quartile information for this PI, so absence of future targets does not affect the analysis

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Performance Indicators Financial Services

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV9	Percentage of Council Tax collected	98.3%	98.7%	98.11%	98.8%	98.5%	98.5%	
BV10	Percentage of Business Rates collected	98.7%	98.7%	99%	98.8%	98.5%	98.5%	
BV76a	Number of Claimants visted per 1000 Caseload	215	196	222	220	N/a	N/a	Indicator deleted
BV76b	Number of Fraud Investigators per 1000 caseload	0.45	.40	n/a	0.60	0.60	0.60	
BV76c	Number of Fraud Investigations per 1000 Caseload	47.50	67.87	41.20	55	55	55	
BV76d	Number of Prosecutions per 1000 caseload	10.00	6.79	4	8.6	7	7	
BV78a	Number of days for processing a new claim	37.81 days	34	31	28	25	25	
BV78b	Number of days for processing a change of circumstances	11.88 days	10.8	11.9	9	8	8	
BV79a	Percentage of cases for which the amount of benefit due was calculated correctly	96%	94%	98%	99%	99%	99%	

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV79bi	Percentage of recoverable overpayments (in year) that have been recovered	68.05%	55%	70.35%	60%	60%	60%	
BV79bii	Percentage of recoverable overpayments (in year and previous years) that have been recovered	47.39%	23%	34.11%	30%	30%	30%	
BV79iii	Overpayment write off as a percentage of total debt	10.20%	6%	n/a	5%	5%	5%	
IA01	Number of jobs planned for the year actually finished	77%	90%	n/a	90%	90%	90%	Benchmark target is 89%.
IA02	Planned total time for month v total time actually booked for month	87%	99%	n/a	95%	95%	95%	Acceptable target, considering potential staff vacancies.
IA03	Actual time booked for the month that is classed as productive	69%	67%	n/a	69%	69%	69%	Benchmark target is 69%.
IA04	Number of finished jobs completed within budget	72%	90%	n/a	85%	87%	89%	Benchmark figure is 81%.
IA05	Amount of time taken to respond to an allegation	1 day	2 days	n/a	5 days	5 days	5 days	Benchmark figure is 12 days.
IA06	A pre-audit meeting held for each audit	100%	100%	n/a	100%	100%	100%	Acceptable target.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
IA07	A post audit meeting held for each audit	100%	100%	n/a	100%	100%	100%	Acceptable target.
IA09	Time taken to issue the final report, following receipt of the draft report action plan	7 days	10 days	n/a	10 days	10 days	10 days	Benchmark figure is 10 days.
IA10	Number of recommendations reported that were accepted / implemented	98%	98%	n/a	95%	96%	97%	Benchmark target is 94%.
IA11	Number of post audit questionnaires returned	92%	90%	n/a	85%	87%	89%	Benchmark figure is 75%.
IA12	Number of customer surveys returned that scored the service as good	89%	99%	n/a	92%	93%	94%	Benchmark figure is 91%.
IA13	Sick days taken per member of staff	1.8 days	4 days	n/a	8 days	8 days	8 days	Corporate target.
BVPI8	% of invoices paid within 30 days of receipt	93%	96%	95%	97%	98%	98%	
FP01	Setting of Council tax in line with Council Objectives and priorities	March 06	March 07	n/a	March 08	March 09	March 10	Council tax usually set in early March.
AC002	Production of Monitoring Statements to Officers	Within 10 working days	Within 8 working days	n/a	Within 8 working days	Within 8 working days	Within 7 working days	Production of monitoring statements is after income and payroll reconciliations are completed.

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
AC003	Production of Monitoring Statements to Members	Quarterly	Quarterly	n/a	Quarterly	Quarterly	Quarterly	
AC005	Completion of Systems and Account reconciliations – income and payroll	Within 5 working days of month end	Within 4 working days of month end	n/a	Within 4 working days of month end	Within 4 working days of month end	Within 4 working days of month end	Difficult to bring target forward due to timing of information from external bodies
AC006	Completion of Systems and Account reconciliations – Ctax and NNDR	Within 4 weeks of month end	Within 4 weeks of month end	n/a	Within 3 weeks of month end	Within 2 weeks of month end	Within 10 working days of month end	
AC007	% of Debtors over 35 days	n/a	15%	n/a	10%	10%	10%	
AC004	Delivery of Financial Training Programme	1 session pa	4 session pa	n/a	4 session pa	4 session pa	4 session pa	Part of Middle Manager Training Programme
AC001	Completion of Statutory Accounts	30 th June 06	30 th June 07	n/a	30 th June 08	30 th June 09	30 th June 10	This is the statutory deadline and there are no plans to reduce this further.

Performance Indicators Street Scene & Waste Management

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
KDI	Street Cleansing							
BVPI 199a	Standard of Cleanliness	26%	20%	12%	17%	15%	12%	Significant investment of capital and revenue funds has shown improvement during this year. Further future investment will allow a continued improvement.
BVPI 199b	Unacceptable levels of Graffiti	6%	5%	1%	4%	3%	1%	As Above
BVPI 199c	Unacceptable levels of fly posting	1%	1%		1%	1%	1%	As Above
BVPI 199d	Fly tripping. Number of incidents and number of enforcement actions	4	3	N/A	2	2	2	As Above

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
KD2	Refuse Collection							
BVPI 82ai	% waste recycled	19.95%	21.12%	18.15%	21.5%	21.55%	22%	No significant increase can be expected in recycling until the co-mingled service is introduced and the new MRF facility is open. This will potentially enable us to collect a greater range of recyclables (TBC by WCC)
BVPI 82 aii	Tonnage of waste recycled	8362	8144	6839	8200	8210	8400	Tonnage indicated is equivalent to the percentages indicated above for 82ai
BVPI 82 bi	% waste composted	20.62%	22.0%	8.29%	19.6%	19.6%	19.6%	The composting rate is now limited due to the collections running from April – November. It is envisaged the rate will not rise and we are at the optimum for this service
BVPI 82 bii	Tonnage waste composted	8641	8844	3157	7500	7500	7500	Tonnage indicated is equivalent to the percentages indicated above for 82bi

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BVPI 84a	Kg of waste collected.	469	445	409.6	420	418	415	It is anticipated that to reduce the kg/head further a waste minimisation strategy needs to be adopted and the suggested policies implemented
BVPI84b	%age change in the amount of waste collected	14.16	-4.52	-0.44	-1.18	-1.65	-2.35	As above
BVPI 91a	% properties receiving a recycling service (one recyclable).	91.9	94	99.4	95	95	97	Kerbside box scheme has nearly reached its full potential in coverage. With the anticipated onset of wheeled bins for co-mingled recyclables in 2009/10 there is potential to roll out to more properties.
BVPI 91b	% properties receiving a recycling service (two recyclables).	91.9	94	98.8	95	95	97	As above
LPI	Missed refuse collections	3113	1737	None	1600	1550	1500	This equates to 1 miss per crew per day.
LPI	Missed recycling collections	802	808	None	800	775	750	This equates to 1 miss per crew per day.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
KDI	Grounds Maintenance			None				
	No PI's developed. Intention to develop indicator and benchmark			None				Difficult to develop meaningful PI.
KDI	Commercial Services							
LPI	Missed commercial collections	205	41	None	50	50	50	
KDI	Parking Services							
LPI	% ECN appeals responded to within 10 days	78%	75%	None	95%	95%	95%	
LPI	No. Car Parks with Safer Parking Awards (No. Spaces)		300	None				
LPI	No. ECN's cancelled due to PA error.			None	1%	1%	1%	
KDI	Water Course Management							
	No PI's developed			None				Difficult to develop meaningful PI.

Performance Indicators Planning & Environment Services

Ref.	Description	2005 / 2006	Est.	2005/06	2007/08	2008/09	2009/10	Commentary
		Actual	2006/07	District	Target	Target	Target	
			Outturn	Council				
				Median				
BV106	% of new homes built on previously developed land.	92%	85%	75%	67%	67%	67%	The current figure is artificially high due to the moratorium. Revised regional Housing allocations could increase the level of green field development necessary in order to meet these targets
BV64	Number of Private Sector Dwellings returned into occupation or demolished during the year.	3	6	n/a	4	5	6	Limited number of empty dwellings with potential.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV109a	% of major planning appns. Determined within 13 weeks.	35%	55%	66.67%	60%	70%	75%	The performance targets for 2007/8 (all app. types) reflects the BVPI Standards which the Authority must achieve in that year. The targets are realistic and based upon capacity of the unit to deliver.
BV109b	% of minor planning appns. Determined within 8 weeks.	57%	80%	74.01%	65%	80%	85%	The performance targets for 2007/8 (all app. types) reflects the BVPI Standards which the Authority must achieve in that year. The targets are realistic and based upon capacity of the unit to deliver

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV109c	% of other planning appns. Determined within 8 weeks.	67%	89%	66.67%	80%	90%	90%	The performance targets for 2007/8 (all app. types) reflects the BVPI Standards which the Authority must achieve in that year. The targets are realistic and based upon capacity of the unit to deliver
BV166a	The percentage score against the Environmental Health best practice checklist.	70%	70%	90%	80%	90%	90%	Incremental improvement delivered within existing resources and in partnership with County group.
183a	Average length of stay(weeks)in B&B accommodation of households which include dependent children or a pregnant woman.	0	27.71	3.00	0	0	0	Totally distorted figure as only one case in this category has been placed in B&B during the year.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV 183b	Average length of stay (weeks) in Hostel accommodation of households which include dependent children or a pregnant woman.	16.11	18	6.84	12	10	0	Hostels being de-commissioned as demand allows. Diminishing number of clients being placed in hostel may impact on average length of stay.
BV200a	Was a LDS submitted by 28.3.05 and a 3 year rolling programme maintained.	Yes	Yes		Yes	Yes	Yes	Current LDS under review
BV200b	Have the milestones in the LDS been met.	No	No		Yes	Yes	Yes	Milestones to be amended to reflect new staffing levels
BV200c	Has an annual monitoring report been published by December 2005.	Yes	Yes		Yes	Yes	Yes	Report was submitted on time.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV 202	Number of people sleeping rough on a single night within the area.	0	0	0	0	0	0	A Rough sleeper count was scheduled to take place on 3 rd November. On the advice of DCLG the was planned as a 'Hot Spot' count. No agencies could identify any 'Hot Spots' so the count did not take place. This will be reviewed Nov 07
BV 203	% change in the average number of families, which include independent children or a pregnant woman, placed in temporary accommodation under the homelessness legislation compared with the average from the previous year.	+ 40%	- 24%	+1.05	-10%	-10%	-10%	All major reductions being addressed this year therefore performance will be harder to achieve in future years.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV204	% of planning appeal decisions allowed.	32%	36%	29%	33%	32%	32%	Maintaining good appeal performance will be dependant on appropriate staffing levels and the experience of those staff.
BV205	The percentage score against the quality of planning services checklist.	78%	83%	94%	100%	100%	100%	Completion of the checklist is dependant upon improved IT systems and full implementation of the Council's 'spatial project'.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV 213	Housing Advice Service - Preventing of Homelessness - Number of households who considered themselves as homeless, who approached the local housing authority's housing advice services and for whom housing advice casework intervention resolved their situation.	0.49	0.75	2	1.5	1.5	1.5	Introduction of new support and prevention services from march 07 will assist in improving performance.
BV 214	Repeat Homelessness - Proportion of households excepted as statutorily homeless who were accepted as statutorily homeless by the same authority within the last 2 years.	2.86	4.88	1.82	1.8	1.8	1.8	Introduction of new support and prevention services from march 07 will assist in improving performance.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV216a	The number of sites of potential concern with respect to land contamination.	1,812	1,815	697	1815	1815	1815	The number of contaminated sites have now been identified within the District.
BV216b	The percentage of identified sites for which sufficient details are available for decisions.	0.61	2	3	3	5	6	Risk assessments are being undertaken and sites are being ranked according to consequent risk
BV 217	The percentage of pollution control improvements to existing installations completed on time.	100%	90%	94%	90%	95%	95%	This is the identified sites that can be monitored based upon existing resources.
BV219a	Total number of conservation areas.	10	10	87	10	10	10	Number of conservation areas unlikely to change unless areas become worthy of designation

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV219b	The percentage of conservation areas with an up-to-date character appraisal	10%	20%	78%	30%	40%	50%	Currently 1 appraisal is scheduled to be carried out per annum
BV219c	The percentage of conservation areas with published management proposals.	0	0	0	10%	20%	30%	Management plans are to be prepared following on from appraisal the previous year.
BV226a	The total amount spent on advice and guidance provided by external organisations.	£333,715			£348,033			Target subject to Govt. grant continuing. Figures reflect changing % on BDHT work to 15% on Homelessness and 60% on Housing waiting list.
BV226b	The percentage of the money spent, given to organisation holding the CLS Quality Mark.	34%	34.46%	n/a	34%	34%	34%	Target subject to Govt. grant continuing.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
LPI	Score on Building Control performance matrix.	76	75	n/a	75	75	75	This target delivers a robust Building Control Service
LPI	Number of small business start-ups.	40	38	38	38	38	38	Budget constrained
LPI	% of business survival after 18 months.	75%	75%	75%	75%	75%	75%	Equals survival rate for all new businesses started in Worcs

Performance Indicators Legal & Democratic

Ref.	Description	2005 / 2006	Est.	2005/06	2007/08	2008/09	2009/10	Commentary
		Actual	2006/07	District	Target	Target	Target	
			Outturn	Council				
				Median				
BVPI 2a	Equality Standard for Local Government	1	2	n/a	3	3	3	
BVPI 2b	Duty to promote Race Equality	71	80	58	80	80	80	
BVPI 174	Racial Incidents Reported	0	0	n/a	n/a	n/a	n/a	BVPI 174 is meant to set context for BV 175 rather than measure performance in itself: therefore there is no preferred Good Performance for this indicator.
BVPI 175	Racially incidents resulting in further action	n/a	100	100	100	100	100	
BVPI 156	Buildings Accessible to people with a disability	75%	80%	72.87%	85%	85%	85%	
L&D1	% Housing Benefit Fraud Prosecutions begun within 10 working days from receipt of complete instructions	75%	90%	n/a	100%	100%	100%	

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

APPENDIX 6

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
L&D2	Draft section 106 agreements sent out within 10 working days	85%	90%	n/a	95%	95%	95%	
L&D3	% Housing Benefit debt letters sent out within 10 working days	85%	90%	n/a	95%	95%	95%	
L&D4	Housing Benefit fraud cases decision to prosecute within 5 working days	85%	90%	n/a	95%	95%	95%	
L&D5	% of electors with postal votes in elections	10%	11%	n/a	12.5%	13%	13.5%	
L&D6	% response to electoral registration canvass	80%	86%	n/a	90%	92%	94%	May require additional resources to enable this to happen.
L&D7	% committee minutes produced within 5 days	90%	95%	n/a	100%	100%	100%	

Performance Indicators E Government & Customer services

Ref.	Description	2005 / 2006	Est.	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
		Actual	2006/07 Outturn					
ICTLPI2.1	Resolution of reported incidents within timescale	84.95 %	82.50 %		86%	88%	90%	Society of IT Management (SOCITM) industry standard indicator.
ICTLPI2.2	Acquisition costs of a workstation	N/A	N/A		£575	£570	£565	Society of IT Management (SOCITM) industry standard indicator.
ICTLPI2.3	Acquisition costs of a laptop	N/A	N/A		£775	£770	£765	Society of IT Management (SOCITM) industry standard indicator.
ICTLPI2.4	Support costs per workstation	N/A	N/A		£413	£410	£405	Society of IT Management (SOCITM) industry standard indicator.
ICTLPI2.5	Workstations supported per support specialist	N/A	N/A		100	100	100	Society of IT Management (SOCITM) industry standard indicator.

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

APPENDIX 6

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Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
ICTLPI2.6	ICT Service availability:							
	Level 1 – network is unavailable but users can still use their PC locally	N/A	N/A		95%	100%	100%	Society of IT Management (SOCITM) industry standard indicator.
	Level 2 – – network unavailable for significant numbers of users (significant = 20% +)	N/A	N/A		95%	96%	97%	Society of IT Management (SOCITM) industry standard indicator.
	Level 3 - major applications available for all users of a specific application	N/A	N/A		85%	90%	95%	Society of IT Management (SOCITM) industry standard indicator.
CSCLPI3.1	Resolution at First Point of Contact (All Service streams)	59%	80%		85%	87%	90%	
CSCLPI3.1a	Resolution at First Point of Contact (Telephone)	55%	80%		85%	87%	90%	
CSCLPI3.1b	Resolution at First Point of Contact (Face to Face)	64%	80%		85%	87%	90%	

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

APPENDIX 6

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
CSCLPI3.2	70% of total telephone calls will be answered within 25 seconds	40%	70%		80%	83%	85%	
CSCLPI3.3	The target for calls answered within 25 seconds will be achieved on 90% of days in a month.	56%	40%		60%	75%	90%	

Performance Indicators Corporate Communications, Policy and Performance

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
LPI CCCP1	% of press articles used	n/a	95	n/a	90	90	90	
LPI CCCP2	% of press articles which enhance our reputation	n/a	85	n/a	80	80	80	
LPI CCCP3	% of reports to PMB as per forward plans	n/a	82	n/a	90	90	90	
LPI CCCP4	% of reports to Cabinet as per forward plans original dates.	n/a	71	n/a	90	90	90	
LPI CCCP5	% of reports to GOWM 8 calendar days before GMB meeting.	n/a	78	n/a	85	85	85	
LPI CCCP6	Number of Core Briefs sent out by 2pm after CMT (every second week).	n/a	95	n/a	95	95	95	
LPI CCCP7	% of Customer E-Mails (Daleh) answered within 5 days.	n/a	90	n/a	90	90	90	

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

APPENDIX 6

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
LPI CCCP8	% of Daleh senders who refer the issue back to Customer First Officer.	n/a	5		5	5	5	
LPI CCCP9	% of reports to LSP 5 working days before the mtg	n/a	100		100	100	100	
LPI CCCP10	% of performance management reports issued on time during the month	n/a	100		100	100	100	

Culture & Community Services - Performance Indicators (targets to be reviewed)

Ref.	Description	2005 / 2006	Est.	2005/06	2007/08	2008/09	2009/10	Commentary
		Actual	2006/07	District Council Median	Target	Target	Target	
BVPI126	Actual domestic burglaries per month.	8.9 (3)	12.4 (4)	7.4				Targets not yet available for CDRP.
BVPI127a	Actual violent crimes per month	14.2 (2)	13.1 (2)	14.5				Targets not yet available for CDRP.
BVPI127b	Actual robberies per month.	0.4 (3)	0.6 (3)	0.3				Targets not yet available for CDRP.
BVPI128	Actual vehicle crimes per month	9.7 (3)	10.2 (3)	8.3				Targets not yet available for CDRP.
BVPI225	Domestic violence actions.	68%	78%	Not available				Targets not yet available for CDRP.
Local -TBC	Sports Centre usage.	597426	609414	Not available	621600	634000	646700	2% uplift in each of 3 years as per BP. This is a 1% increase on the Sport England target for adult participation.
Local - TBC	Arts/Community events attendances.	22840	18500	Not available	23000	24000	25000	Assumes similar funding and timing for events programme as 2005/2006.
Local -TBC	Emergency call responses in 30 seconds.	n/a	90%	N/a (Industry standard – 80%)	90%	90%	90%	Maintain high performance whilst growing number of users.

Human Resources and Organisational Development Performance Indicators

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV11a	The % of top 5% of earners who are women	16.88	22.7	25	25	25	27	This PI is not subject to rapid movement, therefore previous targets which are likely to be too ambitious have been altered in order to be more realistic, but also in line with the District Council median.
BV11b	The % of top 5% of earners from minority ethnic communities	0	0	0	2	2.2	2.3	
BV11c	The % of top 5% of earners with a disability	0	0	2.09	2	2.2	2.3	

LIST OF ALL FUTURE TARGETS (NATIONAL AND LOCAL PI's) BY DEPARTMENT

APPENDIX 6

Ref.	Description	2005 / 2006 Actual	Est. 2006/07 Outturn	2005/06 District Council Median	2007/08 Target	2008/09 Target	2009/10 Target	Commentary
BV12	The average number of working days lost due to sickness	10.27	10.73	9.54	9	8.75	8.5	The Council's recently implemented sickness absence policy may see a short term increase in sickness absence levels due to improvements in reporting of absences/return to work interviews. These targets will therefore need to be watched very closely for movement in either direction.
BV14	The % of employees retiring early (excluding ill-health)	1.5	0.29	0.40	0.8	0.5	.05	
BV15	The % of employees retiring on the grounds of ill-health	0.6	0	0.25	0.2	0.2	0.2	
BV16a	The % of employees with a disability	0.86	2	3.11	1.8	2.5	2.5	
BV17a	The % of employees from minority ethnic communities	0.7	0.98	1.4	2	2.5	2.5	

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

23 MARCH 2007

COUNCIL PLAN 2007-2010 PART 2

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

1. SUMMARY

- 1.1 To consider a high level action plan for the Council's priorities for 2007/2010.
- 1.2 To consider a corporate set of indicators that reflect these priorities and the action plan (which will then be reported on each quarter).
- 1.3 To make recommendations to Cabinet on any changes to the high level action plan and targets.

2. RECOMMENDATION

- 2.1 It is recommended that Performance Management Board:-
 - i. Scrutinises the balanced scorecard for the Council (**Appendix 2**).
 - ii. Scrutinises the Council's high level action plan 2007/2010 (**Appendix 3**).
 - iii. Scrutinises the corporate set of indicators and targets for the next three years (**Appendix 4**).
 - iv. Makes recommendations to Cabinet on any proposed changes to the high level action plan and targets.

3. BACKGROUND

- 3.1 Cabinet approved a vision, four council objectives and ten priorities at its 06 September 2006 meeting:-

“Working together to build a district people are proud to live and work in through community leadership and excellent services”

Council Objective One: Regeneration with the Town centre, Longbridge and Housing as its priorities.

Council Objective Two: Improvement, with Customer Service, Reputation and Performance as its priorities.

Council Objective Three: Sense of Community and Well Being, with Community Influence and Community Events as its priorities.

Council Objective Four: Environment, with Clean District and Planning as its priorities.

3.2 Four new values were also agreed:-

- Leadership
- Partnership
- Customer First
- Equality

3.3 These are all set out in a diagram in **Appendix 1**

3.4 In order to turn these ambitions into reality, the Council needs to a number of things:-

Focus Support Service Activity Within The Council On These Priorities

3.3.1 Cabinet held an away day with CMT during September 2006. Cabinet and CMT agreed a set of key deliverables in support of the ten priorities identified. There was not sufficient time on the day to assess all the support service activity required to help us deliver our priorities; however, Corporate Management Team have considered this issue and **Appendix 2**, sets out a balanced scorecard for the Council, with the ten Council priorities in the customer perspective, supported by a range of priorities for each of the other three perspectives: financial, process and human resources and organisational development.

Convert The Priorities Into A Measurable Set of Outcomes and Activities

3.3.2 A key aspect of the Audit Commission's Comprehensive Performance Assessment model is the ability of councils to convert ambition from aspiration into reality. **Appendix 3** sets out a Specific Measurable Agreed, Realistic and Time bound (SMART) high level Council action plan that identifies the outcomes we are trying to achieve for each key deliverable, how we will know that we are progressing towards these outcomes, projects and resources in support of the outcomes, when we expect to deliver them and who is responsible.

Establish A System For Measuring Progress

3.3.3 Cabinet will also be aware of axiom "what gets measured gets done". On this basis, the Council Plan will need further detail in order for Cabinet to oversee progress. The key to this will be the development of our next detailed Improvement Plan which will be based on the Council Plan. This work is due to take place between March and June 2007. Besides measuring progress on projects Cabinet will also need to monitor progress on key indicators that relate to our priorities. These are set out in **Appendix 4**. As per previous discussions, this is the proposed set of indicators which Cabinet and PMB will receive progress reports on during 2007/08.

Link These Activities To Financial Planning To Ensure They Are Appropriately Resourced

- 3.3.4 Another key part of the Audit Commission's CPA model is whether councils have sufficient capacity to realise their ambitions and priorities. There are many aspects to this, but the key for Bromsgrove is ensuring the budget follows the priorities and key deliverables of the Council Plan. The Medium Term Financial Plan is on the agenda as a separate item. The budget bids and savings received from Heads of Service have been ranked according to their contribution to the Council's priorities. An extract of the Medium Term Financial Plan will be incorporated into the final published version of the Council Plan.

Communicate These Priorities And Actions To Our Staff And Partners

- 3.3.5 In order for the Council to maximise its chances of achieving its ambitions, it is important that both our staff and partners are pulling in the same direction. The Council Plan is supported by business plans which in turn include team action plans for each service. Every member of staff also receives an annual Personal Development Review. Through these mechanisms staff should understand the Council's priorities and their contribution.
- 3.3.6 The Council did consult its key partners in the development of the Council Plan, but has an action in the Improvement Plan to feedback to them, in order to continue the dialogue. The next meeting of the Local Strategic Partnership (LSP) Board is on the 01 March 2007. The intention is to report the Council Plan to this meeting. There is a significant cross over between the LSP's priorities and the Council's, with Longbridge, the town centre and housing all being priorities for the LSP.

Communicate These Priorities And Actions To Our Residents

- 3.3.7 It is important that we communicate to our residents what our priorities are and why. The Council has agreed to fund four editions of "Council Chat". The intention is to refer each article our Council objectives and priorities. Similarly, we intend to do so with our press releases where appropriate.
- 3.4 The attached are the key aspects of the Council Plan. It will need some additional information before it can be published e.g. an introduction from the Leader, some contextual information, information on the Local Area Agreement, links to key documents and an explanation of the Council's performance management arrangements.

4. Financial Implications

- 4.1 As set out in the Medium Term Financial Plan.

5. Legal Implications

- 5.1 There are no legal implications to this report.

6. Corporate Objectives

6.1 The existing corporate objectives are expanded on through the development of the Council Plan.

7. Risk Management

7.1 The Council Plan will be supported by the Council's strategic risk register..

8. Other Sub Headings

8.1 All the following issues have been reflected in the definitions of the Council Objectives:-

Procurement Issues A number of the strategic actions have procurement issues. These include; a possible leisure trust, market testing services, shared services and a preferred partner for the town centre.
Personnel Implications The HR&OD perspective details the HR&OD strategic support activities to deliver the Council Plan 2007/2010.
Governance/Performance Management Considerations The report outlines arrangements for performance managing the Council Plan. Improved Governance is considered a key process development (see PR2).
Community Safety Considerations Community Safety is not a stated priority for improvement by the Council; however, the Council will continue to support the work of the Crime and Disorder Reduction Partnership.
Policy Considerations The Council Plan takes account of the recent White Paper and the Council Plan Part 1 referred to a range of policy documents. As the Council comes out of recovery it will have more opportunity to consider longer term policy outcomes.
Environmental Considerations See CP9 and CP10 in Appendices 2 and 3.
Equalities Implications See CP4 and CP7 in Appendices 2 and 3.

Background Papers

1. Cabinet Report, Council Plan 2007/2010 Part 1, Bromsgrove District Council (September 2006).

Contact officer

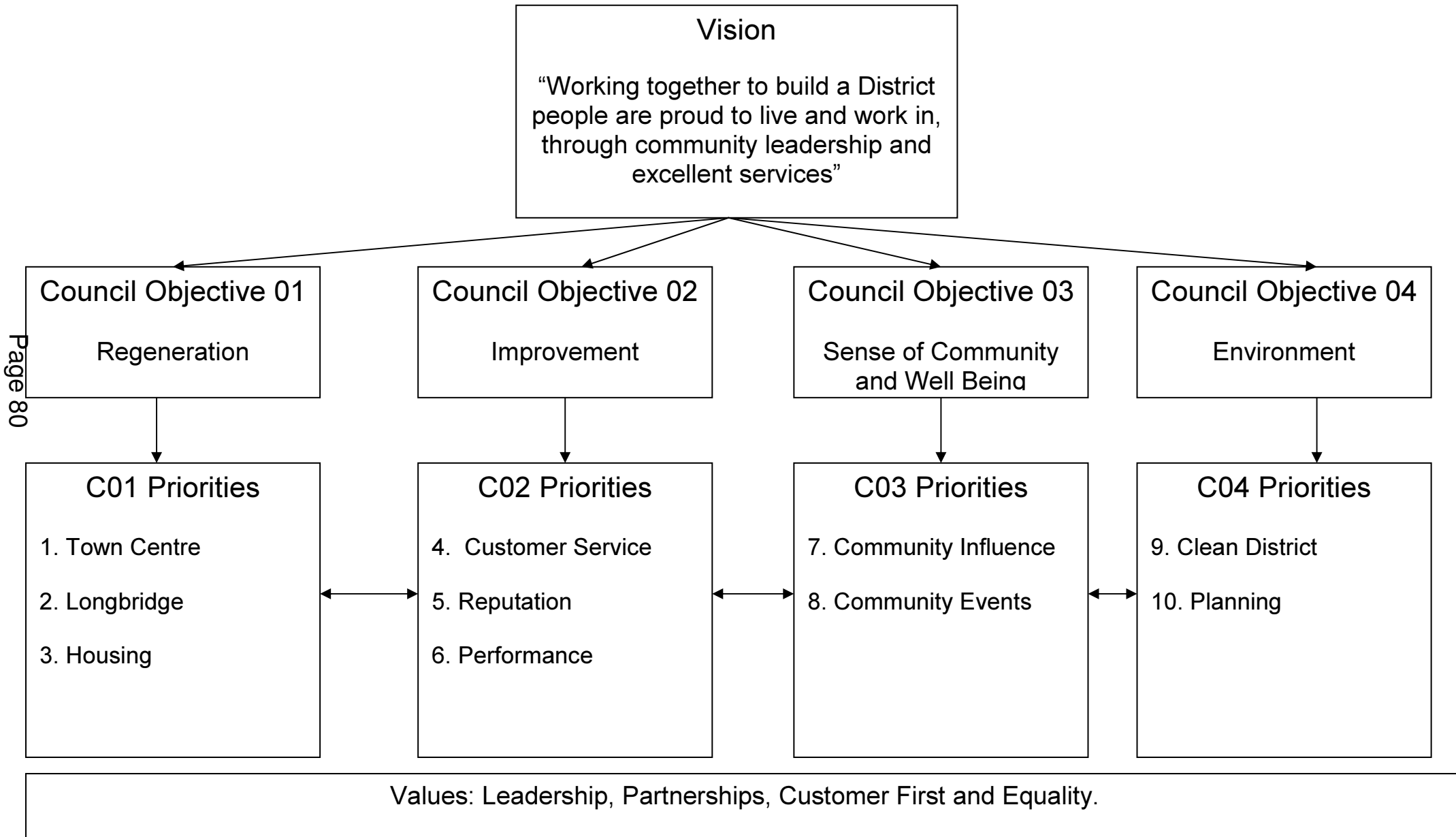
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NOTE

Reports should be page numbered as follows
Agenda item number/page number (e.g. 8/1)

(revised Feb 06)

Table 1 – How It All Fits Together



Appendix 2 - Council Balanced Scorecard

The Council has a Vision, but we know that in order to translate this ambition into reality it is critical that we set ourselves priorities and that these are specific, measurable, agreed, realistic and targeted (SMART).

CUSTOMER PERSPECTIVE (CP)	Town Centre (CP1)	Longbridge (CP2)	Housing (CP3)	Customer Service (CP4)	Reputation (CP5)
	Performance (CP6)	Community Influence (CP7)	Community Events (CP8)	Clean District (CP9)	Planning (CP10)
FINANCIAL PERSPECTIVE (FP)	Value for Money (FP1)	Financial Management (FP2)	Financial Strategy (FP3)	Financial Reporting (FP4)	
PROCESS PERSPECTIVE (PR)	Customer Processes (PR1)	Improved Governance (PR2)	Spatial Business Project (PR3)	Improved Partnership Working (PR4)	

HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT PERSPECTIVE (HROD)	Learning and Development (HROD1)	Human Resource Modernisation (HROD2)	Positive Employee Climate (HROD3)	Performance Culture (HROD4)
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Appendix 3 – Council Plan 2007/10 Strategic Action Plan

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Town Centre (CP1)	Regenerate Bromsgrove Town Centre	Public Support for Plans	Area Action Plan Developed	Town Centre Project Plan.	31 March 2008	Project Manager and Marketing Manager (2007/08 Budget) Recruitment of Consultants (2007/08 Budget) Procure Preferred Partner	Leader of the Council Roger Hollingworth
		Work Commenced	Public (and trader) Consultation on Plans	Marketing Plan	30 September 2007		
					31 October 2007		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Longbridge (CP2)	Creation of Employment Opportunities	10,000 Jobs (over 10 year period)	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Leader of the Council Roger Hollingworth
	Creation of Mixed Housing Provision	500-700 Houses > 50% to be affordable housing	Agreement of Bromsgrove District Council Area Action Plan	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Housing and Environment Peter Whittaker
	Community Facilities	Appropriate community facilities to provide sense of community for new residents	Agreement of Area Action Plans by both planning authorities	Agreement of Preferred Option Examination in Public	31 May 2007 2008/09	Approved Budget Planning Team	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Housing (CP3)	Delivery of Affordable Housing Target (Housing Strategy)	240 units of affordable housing built	80 units per year.	Support applications for affordable housing on Areas of Development Restraint.	On-going	Planning Team	Portfolio Holder for Planning and Regeneration Gill Dyer
				Approval of Regional Spatial Strategy	31 December 2007	Planning Team	
				Use of existing public sector sites e.g. Council House	Year 2 Local Area Agreement Target (2007/08 to 2008/09)	Planning Team Facilities Management Group Asset Management Strategy	Portfolio Holder for Finance Rita Taylor
	Modernised Strategic Housing Service	2 Star (with Promising Prospects for Improvement Inspection	Quarterly Review of Strategic Housing Action Plan	Delivery of Strategic Housing Action Plan	31 December 2007	Strategic Housing Team	Portfolio Holder for Housing and Environment Peter Whittaker

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Customer Service (CP04)	Overall Customer Satisfaction with Council	2010 Best Value Satisfaction Survey	Annual Customer Panel Survey	Customer Panel Contract	Contract Let.	Approved Budget	Deputy Leader of the Council June Griffiths
			Delivery of Customer Standards	Development of Customer Standards and Publication on Council Website	31 December 2007	Service Business Plans	Every Portfolio Holder
			Improvements to performance indicators that drive customer perception	Development of Corporate Indicators Set	01 April 2007 (and review each year)	Service Business Plans Linked to Budget Process	Every Portfolio Holder
			Maintain service delivery standards regardless of access method used.	Review of Access Channels	31 December 2007	Head of E-Government and Customer Services. CSC Manager. All departments.	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Satisfaction with the Customer Service Centre	2010 Best Value Satisfaction Survey	<p>Annual Customer Panel Survey</p> <p>Quarterly Telephone Survey</p> <p>A5 Feedback Sheets</p> <p>Improvements to Performance Indicators that Drive Customer Perception</p> <p>Delivery of Customer Peer Review Action Plan</p>	<p>Customer Panel Contract</p> <p>Customer Service Centre Team Plan</p> <p>Customer Service Centre Team Plan</p> <p>Development of Corporate Indicators Set</p> <p>I&DeA Customer Service Peer Review</p>	<p>Contact Let</p> <p>Every quarter 2007-2010</p> <p>Every quarter 2007-2010</p> <p>01 April 2007 (and review each year)</p> <p>Peer review to be completed by June 2007.</p>	<p>Approved Budget</p> <p>Customer Service Centre Staff</p> <p>Customer Service Centre Staff</p> <p>Service Business Plan linked to budget process</p> <p>E-Government and Customer Service Department</p>	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Satisfaction of Minority Groups with the Council	Annual Satisfaction Survey of the Equalities Forum	Quarterly Feedback from Equalities Forum (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant Capacity Building Funding	Leader of the Council Roger Hollingworth
	Satisfaction of People with Disabilities	Annual Satisfaction Survey of Disabled User's Group	Quarterly Feedback from Disabled User's Group Meeting (minutes to CMT)	Track Council Responses to Issues Raised through Annual Report.	31 March 2008 (and each subsequent year)	Equalities Assistant Capacity Building Funding	Leader of the Council Roger Hollingworth
Reputation (CP5)	External Accreditation	Fair CPA Rating 5 Charter Marks	See CP6 5 Teams selected and Action Plans Developed.	See CP6 Development of Internal Customer Audit	See CP6 31 March 2010	See CP6 Customer First Officer	See CP6 Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Positive Media Coverage	% of Positive Press Articles and reduction in reactive press releases.	Weekly Report to CMT on press coverage	Corporate Communications Plan	On-going	Communications and Customer First Manager	Deputy Leader of the Council June Griffiths
		% of residents who understand what the Council is trying to achieve.	% of Residents who Remember Seeing Council Chat	4 x Council Chats Per Annum	On-going	Communications and Customer First Manager	
			% of Press Coverage that Refers to Priorities	Corporate Communications Plan	On-going	Communications and Customer First Manager	
	Brand Recognition	% of residents who recognise Council Brand.	Delivery of Brand Action Plan.	Development of Style Guide.	2007/08	Graphic Designer Post (2008/09 Budget Bid)	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Performance (CP6)	Overall Basket of PIs Comparable to Excellent rated Council	75% of BVPIs above the median.	Annual Council Report	Service Business Plans	31 March 2009	DMTs	Leader of the Council Roger Hollingworth
		90% of PIs On Target or Within 10%	Annual Council Report	Monthly Reporting of Corporate Performance Indicators Service Business Plans	31 March 2009	Performance Plus Officers and Corporate Performance Team DMTs	
				Monthly Reporting of Corporate Performance Indicators		Performance Plus Officers and Corporate Performance Team	
	Improved CPA Rating	Fair Rating	Annual Direction of Travel Report by Audit Commission	Improvement Plan (Reviewed Annually)	31 March 2009	Approved Budget (£350,000 funded from Reserves).	Leader of the Council Roger Hollingworth
	Improved Benefits Service	DWP Standard Level 3 Service	Quarterly Reports on Progress	Benefits Inspection Action Plan	31 March 2008	Additional Staff Funded through Approved Budget	Portfolio Holder for Finance Rita Taylor

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Use of Resources	Level 3	Annual External Audit Assessment	Use of Resources Action Plan	31 March 2009	Financial Services Department	Portfolio Holder for Finance Rita Taylor
Community Influence (CP7)	Neighbourhood Management	% Increase in Public's Ability to Influence Council	<p>Delivery of local improvements through:-</p> <p>Roll Out of Area Committees</p> <p>PACT Meetings</p> <p>Neighbourhood Wardens</p>	<p>Evaluation of Two Pilots</p> <p>CDRP Tasking Meetings</p> <p>% of time walking the beat.</p>	<p>30 September 2008</p> <p>On-going</p> <p>On-going</p>	<p>Approved Budget</p> <p>Members, Senior Officers and Community Safety Team</p> <p>Mainstream Funding 2008/09?</p>	<p>Roger Hollingworth Leader of the Council</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p> <p>Portfolio Holder for Culture and Community Services Brian Fuller</p>

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Equalities	% Increase in Minority Group's Ability to Influence Council % Increase in Minorities Positive Perception of Council *	Local Government Equalities Standard (BV2a) Level 3	Equalities Action Plan	31 March 2010	Capacity Building Fund	Leader of the Council Roger Hollingworth

* note: this also directly contributes to Council Priority 5 Reputation

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Community Events (CP8)	Popularity of Events Programme	% Satisfaction with Overall Cultural Offer (2010 BV Satisfaction Survey)	Annual Customer Panel Survey 2% per Annum Growth in Participation Rates.	Review of Current Cultural Offer	30 September 2007	2008/09 Budget Possible Budget Realignment	Portfolio Holder for Culture and Community Services Brian Fuller
		% Resident's Satisfaction with Artrix	Increased Usage Figures for Atrix.	Increase Influence on Artrix Board	30 September 2007	Review Funding Agreement	
	Support for 3 rd Parties	% increase in voluntary sector community events	Baseline amount of activity. Number of Event Packs Requested.	Develop Event Packs which help Public Set Up and Run Events	In-house review during 2007/08	Possible 2008/09 Budget Bid	Portfolio Holder for Culture and Community Services Brian Fuller
	Improved Historical Offer	% Satisfaction with Overall Historical Offer in District	Increased Numbers Viewing Bromsgrove Collection	Review of Access, Management and Location of Museum	31 December 2007	Culture and Communities Department	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Clean District (CP9)	Reduce Levels of Unacceptable Detritus	Top Quartile BV199a-d	Annual Targets (see Appendix 4)	Programmed Clean according to Environmental Protection Act	On-going.	Approved Budget	Portfolio Holder for Streetscene and Recycling
				Development of fast response squad for detritus issues.	01 December 2007	Approved Budget	
				Gradual Increase in Enforcement Activity.	Start from 01 April 2008	2008/09 Budget Bid	
	Improved Customer Perception of Cleanliness	% Public Satisfaction with Cleanliness of District (BV Satisfaction Survey 2010)	Annual Customer Panel Survey Delivery of Customer Standards	Customer Panel Contract Development of Customer Standards and publication on Council website	Contact Let 31 December 2007	Approved Budget Service Business Plans	Portfolio Holder for Streetscene and Recycling

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Planning (CP10)	Maintain Green Belt	90% Green Belt Maintained	Enforcement Number of Appeals Upheld	Consistency of Decision-Making Use of Government Guidelines Informed Planning Committee	On-going	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Speed of Process Planning Applications	Top Quartile BV109 a-c (see Appendix 4)	Annual Targets (see Appendix 4)	Recruitment and Retention of staff (workforce planning)	31 December 2007	Partially Grant Funded. Revenue Implications to be Kept Under Review	Portfolio Holder for Planning and Regeneration Gill Dyer
	Rolling Vision of District	Local Development Scheme (LDS)	LDS on target timescale	Delivery of LDS timetable	As per timetable	Development Control	Portfolio Holder for Planning and Regeneration Gill Dyer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Value for Money (FP1)	Delivery of Agreed Savings	Cashable Savings as per Medium Term Financial Strategy	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor
	Corporate Restructure	Fit for Purpose Management Structure	Savings/New Arrangements Reflected in Financial Strategy	Complete Review and Develop Action Plan	31 March 2009 (new structure in place)	CMT and HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Alternative Methods of Service Delivery *	Cashable Savings and Improved Services	Completion of Project Plans	Development of Project Plans Based on VFM Assessments by Departments	31 March 2010	Procurement Manager Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	VFM Ratings	75% of Services Scoring 2 or Above	Quarterly Updates on VFM Action Plans	VFM Strategy	31 March 2010	Procurement Manager Additional Resource Maybe Required	Portfolio Holder for Finance Rita Taylor

*note:- this will include re-visiting the shared services agenda.

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Financial Management (FP2)	Financial Management	Budget to Profile Throughout Year	Quarterly Reporting of Budget to Actual to Cabinet	Monthly Budget Reports to Cost Centre Managers	On-going	Service Accountants	Portfolio Holder for Finance Rita Taylor
	Integrated Financial and Performance	Budget Aligned to Priorities Corrective Actions based on Integrated Information	Quarterly Integrated Reports to Cabinet and PMB	Integrated Financial and Performance Management Timetable	On-going	Head of Financial Services and Assistant Chief Executive	Roger Hollingworth Leader of the Council

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Improved Asset Management	Re-Configured Property Stock that Matches Council Priorities (including decision on future of Council House)	Asset Management Plan on target	Development of Property Register Stock Assessed Against Corporate Priorities	?	Facilities Management Group	Portfolio Holder for Finance Rita Taylor
Financial Strategy (FP3)	Treasury Management	% Return on Investment Borrow at an Appropriate Level	Quarterly Monitoring Deliver Treasury Management Strategy	Market Test Delivery of Function Annual Review	31 March 2008 31 March 2008 (Annual)	Procurement Team Financial Services Department	Portfolio Holder for Finance Rita Taylor
	External Funding	Delivery of Grant Funded Projects to Specification	Grant Income Obtained	Investigate Other Council's Approach.	31 December 2007	2008/09 Business Case	Portfolio Holder for Finance Rita Taylor

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Financial Strategy	Clear Business Model for Council	External Audit Validation	Use of Resources Action Plan	28 February 2008	Financial Services Department	Portfolio Holder for Finance Rita Taylor
	Risk Management	Risks Successfully Managed	Quarterly Review of Corporate Risk Register	Risk Management Strategy Action Plan	On-going.	Internal Audit	Rita Taylor Portfolio Holder for Finance
Financial Reporting (FP4)	Budget Consultation	% of Residents Who Understand the Choices the Council has to Make	Annual Customer Panel Questions Hits on Website Letters Received	Development of High Profile Method of Explaining Budget and Enabling Public Feedback	31 December 2007	Corporate Communications and Customer First Manager	Rita Taylor Portfolio Holder for Finance

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Integrated Annual Report	% of residents who remember receiving the Council's Annual Report	Positive Feedback from Audit Commission	Production of Single Council Annual Report Condensed Version Produced for July "Council Chat" Verbal Report to July LSP Stakeholders Meeting	30 June 2007 31 July 2007 31 July 2007	Financial Services Department and Corporate Communications, Policy and Performance Team	Rita Taylor Portfolio Holder for Finance and Leader of the Council
Customer Processes (PR1)	Customer Feedback System	% of Complaints Referred to Ombudsman % of Compliments	% of Complaints Resolved	Implementation of Customer Feedback System Evaluation of System	31 May 2007 31 March 2008	Approved Budget E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Customer Service Centre	Reduced Demand Through Improved Service Delivery	Increased Website Usage Increased Automated Payments Speed of Answering Customer Calls	Re-engineering of Customer Processes Roll Out of Resource Level Agreements	31 March 2008	E-Government and Customer Services Department	Deputy Leader of the Council June Griffiths
	Improved Telephony	% of Customers Satisfied With Telephone Service	New Protocol and Arrangements In Place	Telephony Review	31 December 2007	E-Government and Customer Services Department And Legal and Democratic Services Department	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Governance (PR2)	Overview and Scrutiny	Policy Changes As A Result of Scrutiny	Better Reports	Ethical Governance Review and Toolkit	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
			Pre-Check and Presentation by Portfolio Holder	Scrutiny Training Programme	30 September 2008	HR&OD Department	
	Member Standards	Reduction in Cases Reported	Issuing of Guidance and Training Based on Identified Issues	Standards Committee	31 March 2008	Legal and Democratic Services Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Member/Member, Member/Office Relations	% of Members and Officers Who Feel Climate is Appropriate	Annual Member/Officer Survey	Customer Panel Contract	30 April 2007	Approved Budget	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Elections	Election Delivered to Statutory Standards	Election Action Plan	Pickwick Election System Installed and Operational	05 May 2006	Approved Budget	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Spatial Business Project (PR3)	Speed of Processing Customer Queries Accuracy of Council Data	New and Better Customer Standards Less Complaints Caused by Poor Data	Delivery of Implementation Plan	On-target with Implementation Plan	30 April 2008	Approved Budget Contract with MDA £300,000 Annual Saving	Deputy Leader of the Council June Griffiths

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Improved Partnership Working (PR4)	Introduce Co-Mingled Recyclables Collection	£0.5m Annual Saving Reduced Number of Operator Accidents	New Collection Starts in March 2009	Planning Approval for Co-Mingled Site	31 March 2007	Wyachvon Council	Portfolio Holder for Streetscene and Recycling Margaret Sherry
				Construction of Site	31 October 2008	County Council	
				Redesign of Routes/Purchase of Vehicles	31 March 2009	Approved Budget	
	Local Area Agreement 2006-2009	35 Outcome Measures	Six monthly Reporting by Worcestershire LSP	Re-refresh of Bromsgrove Community Plan	31 March 2007	See Appendix 4	Leader of the Council Roger Hollingworth
	Leisure Trust	% Satisfaction with Leisure Centre Offer	Usage Numbers Surveys of Users	Transfer of Centres to Leisure Trust	31 October 2007	External Legal Support	Portfolio Holder for Culture and Community Services Brian Fuller

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
Learning and Development (HR&OD1)	Member Development	Evaluation of Modern Councillor Programme Against Agreed Criteria	Completion of Modern Councillor Programme	Training Needs Analysis Delivery of Mandatory and Priority Elements Induction of New Councillors	31 July 2007 31 December 2007 30 September 2007	Member Training Approved Budget Capacity Building Fund	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Management Development Strategy	Improvements in 5 Determinants of Job Satisfaction (Employee Survey) IIP Report	Completion of Mandatory Element of Training All Managers Have Personal and Skills Development Plans in Place	Training Directory Established Modern Manager Skills Audit Completed	On-going 30 April 2007 (annually)	Approved Corporate Training Budget All Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Investors in People (IIP) Accreditation	IIP Re-accreditation Achieved	IIP Action Plan on target.	IIP Action Plan	30 September 2007	Named Individuals in Plan	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
HR Modernisation (HR&OD2)	Workforce Planning	Alignment of People to Service Objectives	Service Workforce Plans Reviewed by HR&OD	Development of Service Workforce Plans	30 September 2007 (plans reviewed every two years)	Approved Corporate Training Budget Service Managers	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Single Status	Equal Pay for Equal Work	Proposed New Pay Structure and Terms and Conditions Developed	Single Status Action Plan	30 April 2008	Approved Single Status Budget WMLGA Trade Unions	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Policy Development	Consistency in People Management (Employee Survey)	Fewer Grievances Fewer Complaints	Delivery of People Strategy (timetable for Review of Core Policies)	31 March 2008	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Positive Employee Climate (HR&OD3)	Employee Satisfaction	Improvements in 5 Determinants of Job Satisfaction (Employee Survey) IIP Report	IIP Re-accreditation. Staff Forums	IIP Action Plan Develop Satisfaction Measuring at Forums	31 July 2007 30 April 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Recruitment and Retention	Increase in Successful Recruitment at First Attempt	Increase in Applications	Revision of Advertising Image and Forms	In Place	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
		Workforce More Representative of Population	Increase in Applications	Management Reports on Nature of Applicants	In Place		
		Reduced Turnover	% of Staff Who Have Applied for Job Outside of the Council in Last Year (Employee Survey)	People Strategy and Management Development Strategy	31 March 2008 31 March 2009		

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Industrial Relations	No Industrial Action	Climate Questionnaire to Union Liaison Group	Monthly Meeting with Unions Attended by Senior Managers Develop New Modernised Mechanism for Employee Consultation Annual Review	On-going 31 July 2007	Human Resources and Organisational Development Team	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
Performance Culture (HR&OD4)	Personal Development Review Process	% of Staff Who Understand What They Are Contributing to Council Objectives	100% of PDRs completed.	PDR Timetable Annual Review of PDR Process	30 April 2007 30 September 2007	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Priority	Key Deliverable	Outcome Measure	How Do We Know We Are Getting There?	Project/Action	Completion Date	Resource	Lead Member
	Capability Procedure	Reduction in Number of Industrial Tribunals Number of Capability Cases Per Annum	% of Staff in Capability Requests for Advice and Support from Managers	Capability Procedure Training Review of Policy	On-going. 2008/09	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer
	Team Action Planning	% of Staff Who Understand What Their Team's Are Contributing to Council Objectives	100% Team Action Plans Completed	Business Planning Training for DMTs Annual Review of Business Planning.	31 October 2007 31 July 2007	Corporate Communications, Policy and Performance Team	Leader of the Council Roger Hollingworth
	Development of Core Competencies for all Staff	% of Staff Meeting Core Competencies	% of Employees Who Understand What is Expected	Development of Launch of Core Competencies (linked to PDRs)	Date Subject to Review by CMT	HR&OD Department	Portfolio Holder for Human Resources, Legal and Democratic Services Caroline Spencer

Appendix 4 – Council Plan Performance Indicators

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
Leader's Portfolio									
LPI CCPP1	Percentage of press articles which enhance our reputation (%)	HB	Monthly	85	n/a	80	80	80	CO2/CP5
Spatial Strategy and Customer Care Portfolio									
LPI EGCS1	Percentage of helpdesk calls closed within timescales (%)	DP	Monthly	82.5	n/a	86	88	90	CO2/CP4
LPI EGCS2	Resolution at first point of contact all service streams (%)	DP	Monthly	80	n/a	85	87	90	CO2/CP4
LPI EGCS3	Average speed of answer (seconds)	DP	Monthly	20	n/a	20	17	15	CO2/CP4
LPI EGCS4	Percentage of calls answered (%)	DP	Monthly	70	n/a	80	83	85	CO2/CP4
LPI EGCS5	Complaints resolved ^{see note 1}	DP	Monthly	See note 1	See note 1	See note 1	See note 1	See note 1	CO2/CP4
Street Scene and Recycling portfolio									
BV 82ai	Percentage of household waste recycled	MB	Monthly	21.12	18.15	21.5	21.55	22	CO4/CP9
BV82bi	Percentage of household waste that has been composted	MB	Monthly	22.0	8.29	19.6	19.6	19.6	CO4/CP9
BV199a	Proportion of land & highways assessed as having unacceptable levels of litter and detritus	MB	Every 4 Months	20	12	17	15	13	CO4/CP9

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	Monthly	95	87	95	95	95	CO4/CP9
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	Monthly	95	77.5	95	95	95	CO4/CP9
LPI SSWM1	Percentage of animal/debris cleared within timescales	MB	Monthly	97	n/a	97	97	97	CO4/CP9
LPI SSWM2	Percentage of fly tips dealt within 4 day response time	MB	Monthly	96	n/a	97	97	97	CO4/CP9
LPI SSWM3	Number of missed household waste collections	MB	Monthly	1,509	n/a	1,600	1,550	1,500	CO4/CP9
LPI SSWM4	Number of missed recycle waste collections	MB	Monthly	640	n/a	800	775	750	CO4/CP9
LPI SSWM5	Number of written complaints (all Departments within SS&WM)	MB	Monthly	296	n/a	250	240	230	CO2/CP4
LPI SSWM6	Percentage of responses to Excess Charge appeals in 10 days	MB	Monthly	75	n/a	95	95	95	CO2/CP6
Housing and Environment Portfolio									
LPI PE1	Number of units of affordable housing delivered	DH	Quarterly	n/a	n/a	80	80	80	CO1/CP3
LPI PE2	Number of family units in temporary accommodation	DH	Monthly	n/a	n/a	50	42	36	CO1/CP3

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
Culture and Community Services portfolio									
BV126	Number of domestic burglaries per month	RH	Monthly	12.4	7.4	see note 2	see note 2	see note 2	CO3/CP7
BV127a	Number of violent crimes per month	RH	Monthly	13.1	14.5	see note 2	see note 2	see note 2	CO3/CP7
BV127b	Number of robberies per month	RH	Monthly	0.6	0.3	see note 2	see note 2	see note 2	CO3/CP7
BV128	Number of vehicle crimes per month	RH	Monthly	10.2	8.3	see note 2	see note 2	see note 2	CO3/CP7
LPI CCS1	Number of usages of Sports centres	RH	Monthly	764,520	n/a	621,600	634,000	646,700	CO3/CP8
LPI CCS2	Attendance at arts/community events	RH	Monthly	18,500	n/a	23,000	24,000	25,000	CO3/CP8
LPI CCS 3	Emergency call responses in 30 seconds (percentage)	RH	Quarterly	90	n/a	90	90	90	CO2/CP6
Finance portfolio									
BV 78a	Average number of days for processing new claims	JLP	Monthly	35	31	28	25	25	CO2/CP6
BV 78b	Average number of days for processing changes in circumstances	JLP	Monthly	10	11.9	9	8	8	CO2/CP6
BV 79a	Percentage of cases for which the amount of benefit due was calculated properly	JLP	Quarterly	95	98	99	99	99	CO2/CP6
BV 79bii	Percentage of recoverable HB (all years outstanding) overpayments recovered	JLP	Monthly	20	34.11	30	30	30	CO2/CP6

PI Ref	PI Description	HoS	Reporting	2006/07 Est. Outturn	2005/06 District median	2007/08 Target	2008/09 Target	2009/10 Target	CO and CP Ref.
BV 8	Percentage of invoices paid on time	JLP	Monthly	95	95	97	98	98	CO2/CP6
BV 9	Percentage of council tax collected	JLP	Monthly	98.8	98.11	98.8	98.5	98.5	CO2/CP6
BV 10	Percentage of Non-Domestic rates collected	JLP	Monthly	98.8	99	98.8	98.5	98.5	CO2/CP6
Planning and Regeneration portfolio									
BV109a	Percentage of major planning applications determined within 13 weeks	DH	Monthly	55	66.67	60	65	65	CO4/ CP10
BV 109b	Percentage of minor planning applications determined within 8 weeks	DH	Monthly	80	74.01	65	80	83	CO4/ CP10
BV109c	Percentage of other planning applications determined within 8 weeks	DH	Monthly	89	66.67	80	90	90	CO4/ CP10
BV 204	Percentage of planning appeals allowed	DH	Monthly	36	29	33	32	32	CO4/ CP10
LPI PE3	Score on building control performance matrix	DH	Quarterly	75	n/a	75	75	75	CO4/ CP10
LPI PE4	Number of small business start ups	DH	Quarterly	38	n/a	38	38	38	CO1
LPI PE5	Business survival rate (percentage)	DH	Annual	75	n/a	75	75	75	CO1

Human Resources, Legal and Democratic Services Portfolio									
BV174	Number of racial incidents reported per '000 population ^{see note 3}	CF	Monthly	0	n/a ³	n/a ³	n/a ³	n/a	CO3/CP7
BV175	Percentage of those racial incidents which have resulted in further action	CF	Monthly	100	100	100	100	100	CO3/CP7
BV11a	Percentage of top 5% of earners who are women	JP	Six monthly	22.7	25	25	25	27	CO2/5
BV11b	Percentage of top 5% of earners from minority ethnic communities	JP	Six monthly	0	0	2	2.2	2.3	CO2/5
BV11c	Percentage of top 5% of earners with a disability	JP	Six monthly	0	2.09	2	2.2	2.3	CO2/5
BV12	Average number of working days lost due to sickness	JP	Monthly	10.73	9.54	9	8.75	8.5	CO2/CP6
BV14	Percentage of employees retiring early (excluding ill-health)	JP	Quarterly	0.29	0.40	0.8	0.5	.05	CO2/CP6
BV15	Percentage of employees retiring on the grounds of ill-health	JP	Quarterly	0	0.25	0.2	0.2	0.2	CO2/CP6
BV16a	Percentage of employees with a disability	JP	Quarterly	2	3.11	1.8	2.5	2.5	CO2/5
BV17a	Percentage of employees from minority ethnic communities	JP	Quarterly	0.98	1.4	2	2.5	2.5	CO2/5
LPI HR1	Percentage of staff appraisals undertaken	JP	Monthly ⁴	99	n/a	100 ^{note 4}	100 ^{note 4}	100 ^{note 4}	CO2/CP6
LPI HR2	Percentage of posts vacant	JP	Monthly	n/a	n/a	4	4	4	CO2/CP6

Notes

- 1 A new local PI will be developed to measure how effectively we deal with complaints. The business processes for this are not yet fully developed; an IT system is currently being purchased. It is anticipated that this PI will be implemented during quarter 1 of 2007/08
- 2 Targets for crime PI's are currently under negotiation with the Police.
- 3 BVPI 74 is used to set the context for BV175, rather than measure performance in itself, hence there are no targets for this PI.
- 4 Staff appraisals take place each year between February and April and performance will be monitored over that period each year. Thus the 2007/08 target is for appraisals due to take place between January 2008 and April 2008.

BROMSGROVE DISTRICT COUNCIL

23 MARCH 2007

PERFORMANCE MANAGEMENT BOARD

JANUARY (PERIOD 10) PERFORMANCE REPORTING

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

1. SUMMARY

To report to Performance Management Board on the Council's performance at 31 January 2007 (period 10).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 42% of indicators are improving or stable as at 31 January 2007 (58% if we take out those indicators that cannot be reported on). This is a decrease on last month's figure of 52%. Some of this decrease is due to changes in the number of PI's that can be reported on this month, further details are given in the report
- 2.2 That the Board notes that 48% of indicators are achieving their targets at January 2007 (65% if we take out those indicators that cannot be reported on), an improvement of one percentage point over December.
- 2.3 That the Board notes that 68% of indicators are projected to out-turn on or above target at the year-end (72% if we take out those indicators that cannot be reported on), which is two percentage points less than in December.
- 2.4 That the Board notes and celebrates the successes as outlined in section 4.5.
- 2.5 That the Board notes the potential areas for concern set out in section 4.6 and 4.7 and considers the corrective action being taken.

3. BACKGROUND

- 3.1 This report continues the monthly reporting process which commenced in July 2006.

4. PROGRESS IN JANUARY 2007

4.1 The summary of performance is shown at **Appendix 1**. The full list of performance indicators (there are currently 109 reported) is set out in **Appendix 2**.

4.2 Where:-

	On Target
	Less than 10% from target
	More than 10% from target
	No target set

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

4.3 From the summary of performance it can be seen that there are considerably less PI's improving or stable in January – 46 compared to 57 in December. However there are five more PI's that cannot be reported on in January which accounts for some of this drop. The projected outturn figures are down slightly with 74 out of 109 PI's projected to meet target, compared to 76 last month. Six more PI's are declining (33 in total) compared to last month, but five fewer (14) missed their monthly target by more than 10%.

4.4 Thirteen of the PI's (12%) have continued to improve in January having already improved in December. In addition 11 PI's have moved from a worsening position in December to an improving position in January. These successes should be noted and celebrated.

4.5 Examples of considerable or continued improvement over the period include :-

- Improved performance on processing of minor planning applications to 91% in the period (BV 109c)
- Number of fraud investigations continues to improve, despite the vacancy in the team (BV76c)
- Recoverable Housing Benefit overpayments recovered continues to improve (BV79bii)
- Decrease (improvement) in household waste continues for 3rd month in succession (BV84a and b)
- Percentage of households covered by kerbside collection continues to improve (BV 91 a and b)
- Response to emergency calls continues to improve (LPI Community Safety)
- Responses to excess charge appeals in 10 days shows significant improvement during the month (LPI Transport services)
- Resolution at first point of contact remains above target and the downturn experienced in December has been reversed

4.6 January exceptions - There are eleven indicators that have continued to worsen their performance in January, following a decline in December. In addition fifteen PI's have moved from improving to worsening during the month (but none have moved from green to red in the 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 seventeen 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
BV109b	Percentage of minor planning applications determined in 8 weeks	The number of applications determined 'out of time' has remained more or less stable over the past three months, with 3 in November, 4 in December and 4 in January. During the same three months the total number of applications processed has fallen (due to fewer applications being submitted) from 32 in November, to 25 in December and 17 in January. As a consequence the percentage of applications processed in time has fallen, nevertheless the performance remains above Government target.
BV204	Percentage of planning appeals allowed	The four allowed appeals related to subjective judgments made by planning inspectors and did not relate to specific policy.
BV78b	Average number of days taken for processing changes in circumstances	There has been a significant increase in number of days to process change of circumstances. The sole reason for this is the failure of the workflow system to create processes for a number of change notices - they were therefore not picked up by staff until found when a review of the implementation was being done. These changes have now been fast tracked through the system and the system amended. The last 2 weeks of Feb shows the COC to 6.81 day processing time".
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered	The actual figure for January to date (66.63%) is a slight decline on the December figure (65.08%). However it remains well 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.
BV82bi	The percentage of household waste that has been composted	No green waste collected now until April. Composting tonnage will therefore reduce over the next couple of months to around 19.69%

BV126	The number of domestic burglaries per 1,000 households	There were 51 burglaries in January, up from 45 in December. This is the fourth month in succession that burglaries have risen. This will be raised at the LSP Board
BV127a	The number of violent crimes per 1,000 population	There were 96 violent crimes in January, up from 82 in December. This will be raised at the LSP board
LPI Depot	Number of written complaints	78 letters received, majority regarding the ceasing of green refuse collection
LPI CSC	Av speed of answer	TSL shows a drop this month, from 25 seconds to 47 seconds. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training. Increase in call volumes is due to issues around waste collection and cessation of green recycling service

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	Continue to require completion of the spatial project to improve. Target for 2007/08 is 100%
BV214	BV214 Percentage of homeless households who suffer homelessness within 2 years	SLA in place with BDHT-reported on quarterly. Target for this PI is 3%, predicted outturn is 4%. Due to low figures then only a small change in projected outcomes can create a variance of more than 10%. Enquiries are ongoing with BDHT to understand why the increase has occurred.
BV76b	BV76b Number of fraud investigators per 1,000 caseload	Downturn in performance is due to a vacancy. Interviews are arranged for Mid March. It is anticipated that the position will be filled by April/May 07 subject to period of notice from the successful candidate.
BV76d	BV76d Number of prosecutions and sanctions per 1,000 caseload	The current performance is below target as cases are awaiting outcome in the courts. However the projected outturn of 6.79% is still above top quartile performance level (6.25%)

BV86	Cost of household waste collection	This is calculated as annual PI. However it is predicted to be significantly off target as refuse collection has a projected overspend of £277k for the year. This is due to overspendings on fuel, hire costs of trade waste and recycling vehicles and increased running costs of the fleet.
BV216b	The percentage of identified sites for which sufficient details are available for decisions	Target will not be met due to technical failure of software throughout the year. (now resolved) and capacity issues. Management action - to review target and continue to prioritise work on risk basis. Capacity review to be carried out by end of quarter 4. New Cabinet will have an improvement planning day after the elections, where it will be decided if this is a priority for the council or not.
BV170c	BV170c Number of pupils visiting museums and galleries in organised school groups	No school visits in January.
BV128	The number of vehicle crimes per 1,000 population	Sat Nav thefts major cause of Vehicle Crime. Awareness Raising Campaign 'SAT NABBED' in place. Marginal monthly improvement. Monthly actual 85. The estimated outturn is well over 100 more vehicle crimes in 2006/07 than in 2005/06. This will be raised at the LSP board
LPI Depot	Number of missed household waste collections	138 confirmed missed collections this month (target is 130). This was due to changes to crews and unfamiliarity with the rounds, this should improve. This has affected end of year result
LPI Depot	– number of written complaints	78 letters received, majority regarding the ceasing of green refuse collection
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 each month so outturn should improve by end of year. 100% reached this month
BV12	BV12 Average number of working days lost due to sickness	Performance is now improving, average sickness falling from 0.91 days in November, to 0.89 in December and 0.88 in January. In future individual cases of long term sickness will be reported to CMT each month.

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	<p>LPI CSC Telephone service factor (Explanation of PI : Telephone Service Factor can be reported in a number of ways.</p> <ul style="list-style-type: none"> • Service Level Abandoned Ignored • Service Level Abandoned Positive • Service Level Abandoned Negative <p>We report on Service Level Abandoned Ignored which represents the total number of calls answered within the specified time frame, i.e. % of calls answered within 15 seconds, ignoring the effect of abandoned calls in the service level calculation.</p> <p>On a daily, monthly and annual basis, the Contact Centre will aim to answer 80% of all calls within 15 seconds (TSF)</p> <p>The Contact Centre also will aim to achieve this target on at least 90% of days in the month (TSL) – see below</p>	TSF shows a drop this month. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training
LPI CSC	LPI CSC Telephone service level (see above for explanation of this PI)	TSL shows a drop this month. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training
LPI CSC	Percentage of calls answered	% of Calls answered shows drop this month which is associated with the large call volume experienced

5. **FINANCIAL IMPLICATIONS**

5.1 No financial implications

6. **LEGAL IMPLICATIONS**

6.1 No Legal Implications

7. **CORPORATE OBJECTIVES**

7.1 Performance reporting and performance management contribute to achieving the objective of improving service performance.

8. **RISK MANAGEMENT**

8.1 There are no risk management issues

9. CUSTOMER IMPLICATIONS

9.1 None

10. OTHER IMPLICATIONS

Procurement Issues: None.
Personnel Implications: None
Governance/Performance Management: see 7.1 above
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None
Environmental: None
Equalities and Diversity: None

11. OTHERS CONSULTED ON THE REPORT

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

12. APPENDICES

- Appendix 1 Performance Summary for January 2007
- Appendix 2 Detail Performance report for January 2007
- Appendix 3 Detailed figures to support the performance report

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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APPENDIX 1

SUMMARY - Period 8 (November) 2006/07					
Monthly (November) performance					
	No.	%		No.	%
Improving or stable.	57	49%	On target	52	45%
Declining	22	19%	Missing target by less than 10%	13	11%
No data or annual	37	32%	Missing target by more than 10%	14	12%
			No data or annual	37	32%
Total Number of Indicators	116	100%	Total Number of Indicators	116	100%

SUMMARY - Period 8 (November) 2006/07					
Estimated Outturn					
	No.	%		No.	%
On target	69	59%	1st quartile		17%
Missing target by less than 10%	12	10%	2nd quartile		26%
Missing target by more than 10%	13	11%	3rd quartile		21%
			4th quartile		34%
			(2005/06 quartiles used)		
No data or annual	22	19%			
total	116		total*	47	

* only BVPI's with quartile data are counted

SUMMARY - Period 9 (December) 2006/07					
Monthly (December) performance					
	No.	%		No.	%
Improving or stable.	57	52%	On target	51	47%
Declining	27	25%	Missing target by less than 10%	15	14%
No data or annual	25	23%	Missing target by more than 10%	19	17%
			No data or annual	24	22%
Total Number of Indicators	109	100%	Total Number of Indicators	109	100%

SUMMARY - Period 9 (December) 2006/07					
Estimated Outturn					
	No.	%		No.	%
On target	76	70%	1st quartile	8	16%
Missing target by less than 10%	11	10%	2nd quartile	13	27%
Missing target by more than 10%	16	15%	3rd quartile	17	35%
No data or annual	6	6%	4th quartile	11	22%
			(2005/06 quartiles used)		
total	109	100%	total*	49	

* only BVPI's with quartile data are counted

SUMMARY - Period 10 (January) 2006/07					
Monthly (December) performance					
	No.	%		No.	%
Improving or stable.	46	42%	On target	52	48%
Declining	33	30%	Missing target by less than 10%	14	13%
No data or annual	30	28%	Missing target by more than 10%	14	13%
			No data or annual	29	27%
Total Number of Indicators	109	100%	Total Number of Indicators	109	100%

SUMMARY - Period 10 (January) 2006/07					
Estimated Outturn					
	No.	%		No.	%
On target	74	68%	1st quartile	8	16%
Missing target by less than 10%	12	11%	2nd quartile	12	24%
Missing target by more than 10%	17	16%	3rd quartile	16	33%
No data or annual	6	6%	4th quartile	13	27%
			(2005/06 quartiles used)		
total	109	100%	total*	49	

* only BVPI's with quartile data are counted

Analysis of movement from Period 9 (December) to Period 10 (January)					
	No.	%		No.	%
Improving to Improving	13	12%	Improving to Worsening	15	13%
Stable to Improving	1	1%	Stable to Worsening	7	6%
Worsening to Improving	11	10%	Worsening to Worsening	11	10%
Worsening to Stable	2	2%			
Stable to Stable	16	14%	no data	29	26%
Improving to Stable	4	4%			
Red to Green	5	4%	Amber to Amber	8	7%
Amber to Green	3	3%	Green to Amber	2	2%
Red to Amber	3	3%	Red to Red	11	10%
Green to Green	46	41%	Amber to Red	3	3%
no data	28	25%	Green to Red	0	0%

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Performance Indicators Period 10 (January) 2006/07

APPENDIX 2

1 2 3 4 5 6 7 8 9 10 17 18 19 20

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Est. Outturn Quartile			

Planning - Top 45

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	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	33	S	55.00	60.00	S	55.00	57.00	W	55.00	55.00	4	This was an application negotiated to approval following the introduction of the Housing Moratorium in 2003 and involved 24 house on the Regal Garage site in Bromsgrove. The application is subject to a S106 Agreement. This was the only Major application determined in the month .	
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	57	4	H	74.01	77	37	W	77.00	81.00	W	77.00	79.00	W	77.00	80.00	2	The number of applications determined 'out of time' has remained more or less stable over the past three months, with 3 in November, 4 in December and 4 in January. During the same three months the total number of applications processed has fallen (due to fewer applications being submitted) from 32 in November, to 25 in December and 17 in January. As a consequence the percentage of applications processed in time has fallen, nevertheless the performance remains above Government target.	
BV109c	The percentage of other planning applications determined within 8 weeks	DH	67	4	H	88.23	89	65	W	89.00	87.00	W	89.00	87.00	I	89.00	80.00	4	91% for Jan. This far exceeds the 80%target we will have to achieve next year. when we are a Standards Authority and borders on being top quartile performance.	
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	n/a	n/a	n/a	n/a	Yes	Yes	n/a	The initial LDS was submitted in time. A revised version is currently being drafted and 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	n/a	n/a	n/a	n/a	Yes	Yes	n/a	Milestones are unlikely to be achieved. 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	n/a	n/a	n/a	n/a	Yes	Yes	n/a	Currently 10 conservation areas. No firm plans to designate any more although potential new ones may be investigated
BV204	The percentage of planning appeal decisions allowed	DH	32	n/a	n/a	n/a	40.00%	37.50%	W	40.00	47.00	W	40.00	31.00	W	40.00	36.00	n/a	The four allowed appeals related to subjective judgments made by planning inspectors and did not relate to specific policy.	
BV205	The percentage score against the quality of planning services checklist	DH	78	4	H	94	89.00%	83.00%	W	89.00	83.00	S	89.00	83.00	S	100.00	83.00	4	Continue to require completion of the spatial project to improve.	
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	2.86	3	L	1.82	n/a	n/a	-	3.00	4.00	W	3.00	4.00	I	3.00	4.00	3	SLA in place with BDHT-reported on quarterly.Target for this PI is 3%, predicted outturn is 4%. Due to low figures then only a small change in projected outcomes can create a variance of more than 10%. Enquiries are ongoing with BDHT to understand why the increase has occurred	

Housing Benefit and Council Tax Benefit - Top 45

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan 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	65	39	W	147.00	185.00	I	163.00	191.00	W	196	196.00	n/a	Revised target of 196 as approved at Cabinet in December in line with realistic target for Bromsgrove and in line with comparable authorities.		
BV76b	Number of fraud investigators, per 1,000 caseload	JLP	0.45	n/a	n/a	n/a	0.48	0.54	I	0.54	0.32	S	0.54	0.42	S	0.56	0.42	n/a	Interviews are arranged for Mid March. It is anticipated that the position will be filled by April/May 07 subject to period of notice from the successful candidate		
BV76c	Number of fraud investigations, per 1,000 caseload	JLP	47.50	n/a	n/a	41.20	16.96	8.90	W	37.50	42.76	I	41.66	44.68	I	50.00	67.87	n/a	Despite the vacancy in the team it is anticipated that the target will be exceeded for 2006/07.		
BV76d	Number of prosecutions and sanctions, per 1,000 caseload	JLP	10.00	n/a	n/a	4.00	1.69	1.74	I	6.40	5.74	W	7.08	7.02	S	8.50	6.79	n/a	The locally set target is above top quartile and was based on previous years achievements. The current performance is below target as cases are awaiting outcome in the courts.		
BV78a	The average number of days taken for processing new claims.	JLP	37.81	4	L	31.00	35.78	35.06	I	35.78	30.04	I	35.78	30.22	W	35.78	34.00	3	There has been a significant increase in number of days to process new claims. The sole reason for this is the failure of the workflow system to create processes for a number of claims - they were therefore not picked up by staff until found when a review of the implementation was being done. These claims have now been fast tracked through the system and the system amended. The last 2 weeks of Feb shows the performance is improved to 22 days processing time.		
BV78b	The average number of days taken for processing changes in circumstances	JLP	11.88	2	L	11.90	10.80	14.77	W	10.80	10.08	W	10.80	10.30	W	10.80	10.80	2	There has been a significant increase in number of days to process change of circumstances. The sole reason for this is the failure of the workflow system to create processes for a number of change notices - they were therefore not picked up by staff until found when a review of the implementation was being done. These changes have now been fast tracked through the system and the system amended. The last 2 weeks of Feb shows the COC to 6.81 day processing time".		
BV79a	The percentage of cases for which the amount of benefit due was calculated correctly.	JLP	96	4	H	98.20	99	92	W	99.00	94.00	S	99.00	92.00	W	99.00	95.00	4	The performance on accuracy has declined in the period Oct- Dec to 92%. This reflects bottom quartile. The value of the errors was £48 per week. The managers continue to check the processed claims and a trainer is now in place 3 days per week to address any requirements from the staff.		
BV79bi	The percentage of recoverable Housing Benefit (in-year) overpayments that have been recovered.	JLP	68.05	3	H	70.35	79.00	n/a	n/a	55.00	66.63	W	55.00	65.08	W	55.00	55.00	4	The actual figure for January to date is a decline on the December 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.		
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	JLP	47.39	1	H	34.11	55.00	n/a	n/a	25.00	25.53	I	25.00	27.15	I	25.00	23.00	4	The actual is an improvement on the December figure and above the locally set target.		
BV79biii	The percentage of recoverable HB (all-years outstanding) overpayments written-off.	JLP	10.20	n/a	n/a	n/a	<6%	n/a	n/a	<6%	2.22	S	<6%	2.20	S	6.00	6.00	n/a	Write offs within target		

Ref	Description	HoS	2005/06		Quartile Data		Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan 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	17.95	W	21.50	19.72	I	21.50	21.38	I	21.50	21.30	2	Recycling percentage now showing increase due to green waste not being collected and increase in post Christmas recycling - bring bank tonnages not yet available
BV82aii	The tonnage of household waste that has been recycled	MB	8,362	2	H	6,840	2,253	2,028	W	6,754	6,043	W	7,567	6,815	I	9,011	8,200	2	Kerbside recycling risen due to post Christmas recycling - Bring Bank tonnages not yet available
BV82bi	The percentage of household waste that has been composted	MB	20.62	1	H	8.29	21.50	30.93	I	21.50	24.87	W	21.50	22.79	W	21.50	19.69	1	No green waste collected now until April. Composting tonnage will therefore reduce over the next couple of months to around 19.69%
BV82bii	The tonnage of household waste that has been composted	MB	8641	1	H	3158	225	3421	I	7,406	8,622	I	8,214	7,622	S	9,011	7622	1	No green waste collected now until April.
BV84a	The number of kilograms of household waste collected per head of population	MB	469	4	L	410	111	122	I	342.84	337.86	I	382.47	368.79	I	445.00	427	3	kg per head decreasing month on month over past 3 months, lowest tonnage so far this year- bring banks tonnages not yet available
BV84b	The percentage change in the amount of household waste collected	MB	14.16	4	L	-0.44	2.40	-5.60	I	6.40	-3.60	I	8.00	-4.04	I	9.61	-4.52	1	kg per head 15.56kg below last years levels to date - bring bank tonnages not yet available
BV86	The cost of household waste collection	MB	71.19	4	L	46.25	n/a	n/a	n/a	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 as refuse collection has a projected overspend of £277k for the year. This is due to overspendings on fuel, hire costs of trade waste and recycling vehicles and increased running costs of the fleet.
BV91a	Percentage of households covered by kerbside collection of recyclables (one recyclable)	MB	91.90	4	H	99.40	92.13	92.13	S	93.48	93.91	I	93.65	94.10	I	94.00	94.00	3	Exceeded target
BV91b	Percentage of households covered by kerbside collection of recyclables (two recyclable)	MB	91.90	4	H	98.80	92.13	92.13	S	93.48	93.91	I	93.65	94.10	I	94.00	94.00	3	Exceeded target
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	n/a	n/a	n/a	20.00	17.00	3	This PI to be reported again in March
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	n/a	n/a	n/a	5.00	4.00	3	This PI to be reported again in March
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	n/a	n/a	n/a	1.00	1.00	3	This PI to be reported again in March
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	n/a	n/a	n/a	3	3	n/a	This PI to be reported again in March

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Est. Outturn Quartile			
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	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	n/a	n/a	n/a	n/a	1,815	1,815	4	No. of sites of potential concern identified to target.	
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	n/a	n/a	n/a	n/a	2.00	1.80	3	Target will not be met due to technical failure of software throughout the year. (now resolved) and capacity issues. Management action - to review target and continue to prioritise work on risk basis. Capacity review to be carried out by end of quarter 4.	
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	n/a	n/a	n/a	n/a	90.00	90.00	3	On target.	
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	MB	93.00	2	H	87.00	95%	99%	I	95.00	94.00	I	95.00	95.00	I	95.00	96.00	2	16 vehicles reported and 16 investigated, on target		
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	100.00	1	H	77.50	95%	91%	W	95.00	95.00	S	95.00	95.00	S	0.95	95.00	1	10 vehicles to be removed, 9 vehicles removed within time, on target		
BV218c	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	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	n/a	n/a	n/a	n/a	20.00	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	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	
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	n/a	n/a	269233.00	n/a	n/a	n/a	n/a	338,225	338000	n/a	PI indicates the Annual amount paid out. As payments take place at various stages during the year, a monthly update is not representative of final outcome.	
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	n/a	n/a	42.50	I	n/a	n/a	n/a	34.00	34	n/a	PI indicates the Annual amount paid out. As payments take place at various stages during the year, a monthly update is not representative of final outcome.	
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	n/a	n/a	n/a	n/a	32,521	32,521	n/a	Annual figure	

Culture and Related Services - Top 45

BV170a	The number of visits/usage of museums & galleries per 1,000 population	RH	21.24	4	H	312.00	6.25	9.87	I	17.50	24.20	I	20.0	25.7	W	25	26	4	Monthly trend down following successful December. Will achieve revised and improved full year target in Feb with month to spare.
BV170b	The number of visits in person to museums & galleries per 1,000 population	RH	12.93	4	H	178.00	4.00	9.13	I	12.00	21.80	I	13.5	22.6	W	16	23	4	Monthly trend down following successful December. Will achieve revised and improved full year target in Feb with month to spare.

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Est. Outturn Quartile			
BV170c	The number of pupils visiting museums & galleries in organised school groups	RH	474.00	3	H	1279.00	150.00	261.00	I	450.00	390.00	I	500	390	W	600	500	3	No school visits in January.		

Community Safety and Well-being - Top 45

BV126	The number of domestic burglaries per 1,000 households	RH	8.86	3	L	7.40	2.29	2.29	S	6.92	7.74	W	7.69	9.12	W	12.45	12.45	4	Predicted seasonal increase. Still on target. Monthly actual 51
BV127a	The number of violent crimes per 1,000 population	RH	14.25	2	L	14.50	3.02	3.27	I	9.07	9.39	W	10.07	10.33	W	13.11	13.11	2	Slight monthly increase. Capacity in final 2 months targets to allow delivery of full year outturn. Monthly actual 96
BV127b	The number of robberies per 1,000 population	RH	0.44	3	L	0.30	0.09	0.09	S	0.30	0.48	W	0.33	0.51	I	0.63	0.63	3	Targeting Prolific Offenders. Monthly improvement delivered. On course for full year target. Monthly actual 4
BV128	The number of vehicle crimes per 1,000 population	RH	9.71	3	L	8.30	2.52	2.82	S	7.58	8.39	W	8.42	9.31	I	10.17	11.18	4	Sat Nav thefts major cause of Vehicle Crime. Awareness Raising Campaign 'SAT NABBED' in place. Marginal monthly improvement. Monthly actual 85
BV175	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	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. BVPI174 is meant to set context for BV 175 rather than measure performance in itself: therefore there is no preferred Good Performance for this indicator.
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	n/a	100.00	100.00	1	See above comment Process becomes active in April 2007
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	n/a	n/a	n/a	78.00	78.00	n/a	

Local Indicators - Top 45

LPI Planning	Score on Building Control performance matrix	DH	76.0	n/a	n/a	n/a	60.0	75.5	S	n/a	n/a	n/a	60.00	75.50	S	60.0	75.5	n/a	Jan. figure now available having been re-input following loss of IT software.
LPI CEO	Number of small business start ups	DH	40	n/a	n/a	n/a	6	18	I	19	31	I	21	38	I	25	41	n/a	Above target
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	n/a	n/a	n/a	85.00	85.00	n/a	Only annual figure available
LPI Depot	% animal/debris cleared within timescales	MB	89.00	n/a	n/a	n/a	95%	74%	W	95.00	85.00	S	95.00	86.00	W	95.00	95.00	n/a	12 animals reported, 11 removed within time, still remain on target for year end

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Est. Outturn Quartile			
LPI Depot	% of flytips dealt with in response time	MB	92.00	n/a	n/a	n/a	95%	89%	I	95.00	94.00	I	95.00	95.00	W	95.00	96.00	n/a	58 incidents reported and 57 removed within timescale, on target for year end		
LPI Depot	Number of missed household waste collections	MB	3113	n/a	n/a	n/a	300	513	W	1,100	1,236	I	1,250	1,374	W	1550	1650	n/a	138 confirmed missed collections this month, this was due to changes to crews and unfamiliarity with the rounds, this should improve. This has affected end of year result		
LPI Depot	Number of missed recycle waste collections	MB	802	n/a	n/a	n/a	300	175	I	900.00	544.00	I	1,000	576	S	1200	640	n/a	32 missed collections this month, this PI staying constant and well below target		
LPI Depot	Number of missed trade waste collections	MB	205	n/a	n/a	n/a	30	11	I	90.00	22.00	I	100	30	W	120	46	n/a	8 missed collections this month, increase due to staff being unfamiliar with round as normal crew member on holiday		
LPI Depot	Number of written complaints	MB	219	n/a	n/a	n/a	66	61	I	198.00	203.00	W	220	281	W	264	437	n/a	78 letters received, majority regarding the ceasing of green refuse collection, it is unlikely that we will be able to meet the annual target now because of this		
LPI Community Services	Number of attendances at arts events	RH	22,840	n/a	n/a	n/a	700	750	W	16,670	17,820	W	17,000	18,040	W	17,640	18,500	n/a	Monthly trend stabilised after Xmas lights peak in Nov. On course to achieve revised and improved outturn.		
LPI Sports Services	Dolphin Centre Usage	RH	458,197	n/a	n/a	n/a	106,927	107,307	I	351,291	357,201	W	397,398	402,194	I	474,045	474,045	n/a	Monthly usage levels back to normal following December seasonal low. On course to achieve full year target.		
LPI Sports Services	Haybridge Sport Centre Usage	RH	139,229	n/a	n/a	n/a	38,540	39,578	I	103,394	121,186	W	118,176	138,465	I	135,369	145,000	n/a	Monthly usage levels back to normal following December seasonal low. On course to achieve improved estimated outturn.		
LPI Sports Services	Woodrush Sports Centre Usage	RH	153,160	n/a	n/a	n/a	40,820	37,388	W	115,412	116,414	W	129,494	130,910	I	155,106	155,106	n/a	Monthly usage levels back to normal following December seasonal low. On course to achieve full year target.		
LPI Community Safety	Respond to emergency calls in 30 secs (percentage)	RH	n/a	n/a	n/a	n/a	80.00%	96.36%	I	80.00	97.35	I	80.00	98.79	I	80.00	90.00	n/a	Marginal improvement in monthly performance. Will deliver improved estimated outturn.		
LPI Community Safety	Respond to emergency calls in 1 minute (percentage)	RH	n/a	n/a	n/a	n/a	98.50%	99.11%	I	98.50	98.86	I	98.50	99.69	I	99.00	99.00	n/a	Marginal improvement in monthly performance. Will deliver improved estimated outturn.		
LPI Community Safety	Lifeline equipment installed within 5 days (percentage)	RH	96.00	n/a	n/a	n/a	95%	100%	I	95.00	100.00	S	95.00	100.00	S	95.00	95.00	n/a	High monthly performance maintained. Outturn predicted ahead of target.		
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	S	100.00	100.00	n/a	High monthly performance maintained. On course to deliver full year target.		
LPI Transport Services	% responses to Excess Charge appeals in 10 days	MB	78.00	n/a	n/a	n/a	100%	15%	I	100.00	79.00	W	100.00	100.00	I	100.00	75.00	n/a	Annual outturn reflects the poor performance earlier in the year but targets are now being met each month so outturn should improve by end of year. 100% reached this month		

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Ref	Description	HoS	2005/06		Quartile Data		Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	Est. Outturn Quartile	

BVPIs - Corporate Health

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	1.00	1.00	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	80	76	I	71	76	S	77.00	76.00	S	80	80	1	not recalculated
BV8	Percentage of invoices paid on time	JLP	0.93	4	H	95.00	100.00%	88.68%	W	100.00	94.19	I	100.00	94.45	W	100.00	96.00	2	January actual 96.9% which is a reduction to the December figures. Budget holders have been made aware of the decline in performance and it is anticipated that this will improve again during February.
BV9	Percentage of Council Tax collected	JLP	98.30	2	H	98.11	30.05%	30.41%	I	87.70	87.30	S	97.24	96.53	W	98.80	98.70	1	The January actual to date shows a 0.70% 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	27.30%	28.24%	I	88.10	85.80	S	96.99	94.20	W	98.80	98.70	3	The January actual to date shows a 2.7% shortfall to the target. The team have undertaken a number of housekeeping reports on the system to identify outstanding debt and are currently recovering debt by calling debtors direct.
BV11	The percentage of top 5% of earners: who are women	JP	16.88	4	H	25.00	24.00%	19.20%	I	24.00	23.80	I	24.00	22.70	W	24.00	22.70	3	This indicator is not cumulative - it is a snap shot at the end of each month. October 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	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	1.00%	4.40%	I	1.50	4.76	I	1.50	4.55	W	2.00	4.76	2	The Council is working with TMP on its branding for recruitment to improve contact with all potential applicants - 1 staff within top 5%
BV12	The average number of working days lost due to sickness.	JP	10.27	3	L	9.54	2.30	2.88	W	7.44	8.16	I	0.86	9.04	I	9.50	10.73	3	Performance is now improving, average sickness falling from 0.91 days in November, to 0.89 in December and 0.88 in January. In future individual cases of long term sickness will be reported to CMT each month.
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	0.00	S	1.00	0.29	2	This is actual numbers of staff retiring early within the pension scheme (0 person in January)
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	S	0.30	0.00	1	This is actual numbers of staff retiring on health grounds within the pension scheme (0 staff in January)
BV16a	The percentage of employees with a disability	JP	0.00	4	H	3.11	1.20	1.24	I	1.20	1.97	S	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 completed and staff identified themselves as having a disability
BV16b	The percentage of the population with a disability (Census 2001)	JP	11.73	n/a	n/a	n/a	n/a	n/a	n/a	context measure no target set	n/a	n/a	n/a	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	1.00	I	1.00	0.98	S	1.00	1.23	I	1.00	0.98	3	This is a snap shot at the end of each month - January figures increased to 5 employees

Ref	Description	HoS	2005/06			Quartile Data			Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median	Target	Est. Outturn										Est. Outturn Quartile			
BV17b	The percentage of population from minority ethnic communities (Census 2001)	JP	2.18	n/a	n/a	n/a	n/a	n/a	n/a	n/a	context measure no target set	n/a	n/a	n/a	n/a	n/a	context measure no target set	2.18	n/a	Information provided by Census - not controllable	
BV156	The percentage of Authority buildings' public areas that are suitable and accessible to the disabled.	CF	75.00	2	H	72.87	80.00%	n/a	n/a	n/a	85.00	n/a	n/a	85.00%	Not known	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	

Local Indicators - Corporate Health

LPI Corporate	% of full responses sent within 10 days	HB	66.26	n/a	n/a	n/a	75.00%	67.86%	W	75.00	78.34	W	75.00	79.68	W	75.00	78.00%	n/a	Although there has been a slight drop in performance for the second month running outturn is still predicted to be above target. A working group is currently reviewing this performance measure to make it more meaningful by including responses to other forms of communication, including e-mail and web-site queries, a paper will be submitted to CMT soon.
LPI Legal Services	% draft S106 sent out within 10 days.	CF	n/a	n/a	n/a	n/a	n/a	n/a	n/a	90.00	100.00	S	90.00	100.00	S	90.00	90.00	n/a	none received
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	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	5.00	3.00	I	5.00	3.00	I	5.00	4.00	W	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	2.00	2.00	S	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	95.00%	100.00%	I	85.00	93.00	I	85.00	93.00	S	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	14.00%	3.00%	W	54.00	47.00	S	54.00	50.00	W	85.00	90.00	n/a	There are 30 planned audit projects for 2006/07, 50% of which are already completed. The remainder are all well underway and all except 3 are projected to be completed by the end of March, giving a total of 27 out of 30 (90% outturn) for the year
LPI Human Resources	% of staff appraisals undertaken	JP	74.48	n/a	n/a	n/a	-	-	-			S	n/a	n/a	n/a	100.00	99.00	n/a	No PDRs in January. PDRs commenced as planned at the beginning of February with a target of 100% completion by the end of April 2007
LPI Human Resources	% of staff turnover	JP	18.80	n/a	n/a	n/a	2.80%	2.73%	I	9.96	10.09	W	11.06	10.58	S	13.30	13.45	n/a	Cumulative figure using number of leavers - 2 staff in January
LPI IT Services	% of helpdesk call closed within timescales	DP	84.95	n/a	n/a	n/a	82.50%	94.92%	I	82.50	64.85	I	82.50	82.33	I	82.50	82.50	n/a	During January ICT staffing issue have been partially addressed. 2 additional staff have been taken on (1 post remains empty) and as result we have been able to function nearer to the expected PI levels. The PI has increased by 20% and will if present trends we shall achieve the target of 82.50%

Ref	Description	HoS	2005/06		Quartile Data		Qtr 1 Target	Qtr 1 Actual	Target & Trend	Dec Target	Dec Actual	Target & trend	Jan Target	Jan Actual	Target & trend	2006/07	2006/07	2006/07	Comments
			Actuals	Quartile	Higher or lower	Median										Target	Est. Outturn	Est. Outturn Quartile	

Local Indicators for Customer Service Centre

CSC	Monthly Call Volumes Customer Contact Centre	DP	n/a	n/a	n/a	n/a	No Target	11,138	n/a	activity measure no target set	5,998	n/a	activity measure no target set	9184	n/a	activity measure no target set	n/a	n/a	Calls to CSC are up by 53% this month an upturn is expected following the holiday period but this an excessive increase compared to last years profile. It is driven by Waste Collection queries and January Council Tax Recovery
CSC	Monthly Call Volume Council Switchboard	DP	n/a	n/a	n/a	n/a	No Target	7,253	n/a	activity measure no target set	5,761	n/a	activity measure no target set	8781	n/a	activity measure no target set	n/a	n/a	Calls To switchboard up by 52% over last month. This trend is expected following Holiday period .
CSC	Resolution at First Point of Contact all services	DP	n/a	n/a	n/a	n/a	80.00%	79.14%	I	80.00	82.00	W	80.00	86.00	I	80.00	80.00	n/a	% of service requests resolved at first point of contact remain above target and also the down turn experienced during December has been turned back this month
CSC	Resolution at First Point of Contact Telephone	DP	n/a	n/a	n/a	n/a	80%	79.06%	I	80.00	80.00	W	80.00	90.00	I	80.00	80.00	n/a	% of service requests resolved at first point of contact remain above target this month and have shown 10% positive variance compared to last month. Driven by the large volumes of contacts received by telephone
CSC	Resolution at First Point of Contact Face to Face	DP	n/a	n/a	n/a	n/a	80%	80.84%	I	80.00	90.00	W	80.00	85.00	W	80.00	80.00	n/a	Performance is 5% over target although has shown a small drop in performance compared to last month.
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	Calculated annually
CSC	Telephone Service Factor (monthly target)	DP	n/a	n/a	n/a	n/a	80%	33.19%	I	80.00	73.00	I	80.00	54.00	W	80.00	70.00	n/a	TSF shows a drop this month. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training
CSC	Telephone Service Level (% of days in month TSF met)	DP	n/a	n/a	n/a	n/a	90%	37.66%	I	90.00	25.00	I	90.00	12.00	W	90.00	60.00	n/a	TSL shows a drop this month. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training
CSC	Average Speed of Answer	DP	n/a	n/a	n/a	n/a	15	75.66	W	15.00	25.00	S	15.00	47.00	W	15 secs	17 secs	n/a	Average Speed of Answer shows a drop this month. This is felt to be a monthly variance driven by the very large increase in call volumes compared to the December period and that staff resources have been committed to A/leave and Training
CSC	% of Calls Answered	DP	n/a	n/a	n/a	n/a	95%	69.12%	I	95.00	87.00	I	95.00	81.00	W	95.00	85.00	n/a	% of Calls answered shows drop this month which is associated with the large call volume experienced

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Ref	Description	HoS	2006/07 Actuals											2006/07
			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	n/a
BV109a	The percentage of major planning applications determined within 13 weeks	DH	1	2	0	40%	59%	61%	61%	n/a	100	0			55.00
BV109b	The percentage of minor planning applications determined within 8 weeks	DH	13	15	21	45%	71%	77%	79%	91	84	76			80.00
BV109c	The percentage of other planning applications determined within 8 weeks	DH	52	102	84	70%	75%	87%	87%	87	85	91			80.00
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	n/a	n/a	Yes
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	n/a	n/a	Yes
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	n/a	n/a	Yes
BV204	The percentage of planning appeal decisions allowed	DH	1	1	1	33%	33%	33%	29%	0	50	100			36.00
BV205	The percentage score against the quality of planning services checklist	DH	15	15	15	83%	83%	83%	83%	83	83	83			83.00
BV214	The percentage of homeless households who suffer homelessness within 2 years	DH	?	?	?	0%	0%	0%	0%	0	2	0			4.00

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	185.3	190.85			196.00
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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	0.42			0.42
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	44.68			67.87
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	7.02			6.79
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	31.49			34.00
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	12.79			10.80
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	92 average to date			95.00
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	65.08			55.00
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	27.15			23.00
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	2.2			6.00

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	27.24			21.30
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	+			8,200
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	0			19.69
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	0			7622
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	30.79			427

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	-9.03			-4.52
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	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	94.10			94.00
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	94.10			94.00
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				17.00
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				4.00
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				1.00
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-	MB	n/a	n/a	n/a	3	n/a	n/a	n/a	n/a	3				3

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	n/a	n/a	70.00
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	n/a	n/a	1,815
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	n/a	n/a	1.80
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	n/a	n/a	90.00
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	100			96.00

BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	MB	94	94	94	100	100	100	100	100	100	90			95.00	
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	n/a			10
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	n/a			20.00
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	n/a			10.00
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	n/a				338000
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	n/a				34
BV226c	The total amount spent on advice and guidance on housing, welfare benefits and consumer matters provided by	JLP	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a				32,521

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	1.50				26
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	0.80				23
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	0.00				500

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	1.41			12.45
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	1.07			13.11
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	0.04			0.63
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	0.94			11.18
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	System Required			0
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	System Required			100.00
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	78.00

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)	75.5			75.5
LPI CEO	Number of small business start ups	DH	9	3	5	1	2	3	4	1	6	7			41
LPI CEO	% of business survival rate	DH	annual	annual	annual	annual	annual	annual	annual	annual	annual	annual			85.00
LPI Depot	% animal/debris cleared within timescales	MB	50	100	72	87	100	100	100	100	100	92			95.00
LPI Depot	% of flytips dealt with in response time	MB	83	96	100	100	100	100	88	98	100	98			96.00
LPI Depot	Number of missed household waste collections	MB	130	155	228	169	110	111	93	148	91	138			1650
LPI Depot	Number of missed recycle waste collections	MB	60	63	52	88	87	41	67	74	32	32			640

LPI Depot	Number of missed trade waste collections	MB	6	2	3	3	0	0	2	5	1	8	46
LPI Depot	Number of written complaints	MB	13	27	21	30	21	23	18	19	31	78	437
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	220	18,500
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	44,993	474,045
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	17,279	145,000
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	14,496	155,106
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	98.79	90.00
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	99.69	99.00
LPI Community Safety	Lifeline equipment installed within 5 days	RH	100	100	100	100	100	100	100	100	100	100.00	95.00
LPI Community Safety	Urgent Lifeline equipment installed in 24 hours	RH	100	100	100	100	100	100	100	100	100	100.00	100.00
LPI Transport Services	% responses to Excess Charge appeals in 3 days	MB	13	27	21	30	21	23	100.00	100.00	79	100	75.00

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BVPis - 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	1	2
BV2b	The duty to promote race equality, as a % of a scorecard.	CF	76%	76%	76%	76%	76%	76%	76%	76	76	76	80
BV8	Percentage of invoices paid on time	JLP	?	?	?	90.54	92.21	93.47	92.98	97.64	98.85	96.9	96.00

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	96.53			98.70
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	94.2			98.70
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	22.7			22.70
BV11b	The percentage of top 5% of earners: from minority ethnic communities	JP	0	0	0	0	0	0	0	0	0	0			0.00
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	4.55			4.76
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	0.88			10.73
BV14	The percentage of employees retiring early (excluding ill-health)	JP	0	0	0	0	0	0.3	0.3	0	0	0			0.29
BV15	The percentage of employees retiring on grounds of ill-health	JP	0	0	0	0	0	0	0.3	0	0	0			0.00
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	1.97			2.00
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	n/a			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	1.23			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	n/a			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	Not known			75.00

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	89.47			78.00%
LPI Legal Services	% draft S106 sent out within 10 days.	CF	100%	100%	100%	100%	100%	100%	100%	100	100	100			90.00
LPI Financial Services	Financial monitoring reports sent to members	JLP	?	?	?	100%	100%	100%	100%	100	100	100			100.00
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	4			4.00
LPI Financial Services	Number of weeks to do NDR & CTax reconciliations	JLP	?	?	?	3.00	3.00	4.00	4.00	3	2	2			4.00
LPI Financial Services	% of audit assignments completed in timescale	JLP	?	?	?	100.00	100.00	89.00	90.00	92	93	93			90.00
LPI Financial Services	% of the scheduled audit plan delivered	JLP	?	?	?	3.00	13.00	30.00	33.00	40	47	50			90.00
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	99.00
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	0.49			13.45
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	82.3			82.50

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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	6548	5998	9184			n/a
CSC	Monthly Call Volume Council Switchboard	DP		10,795	10,963	9,123	8,803	7,614	7,923	7841	5761	8781			n/a
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	86			80.00
CSC	Resolution at First Point of Contact Telephone	DP	77.3	76.76	83.14	81.93	78.94	83	0.82	85	80	90			80.00

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	85			80.00
CSC	Customer Satisfaction Rating	DP	Annual	Annual	Annual	Annual	Annual	Annual	Annual		Annual	Annual	Annual		n/a
CSC	Telephone Service Factor (monthly target)	DP	28.2	32.98	38.4	52.45	48.96	53	65.00	63	73	54			70.00
CSC	Telephone Service Level (% of days in month TSF met)	DP	32	36	45	58	54	42	56	19	25	12			60.00
CSC	Average Speed of Answer	DP	88	71	68	46	44	35	30	25	25	47			17 secs
CSC	% of Calls Answered	DP	62	72	73	83	76	75	84	74	87	81			85.00
CSC	Finance - Number of transactions face to face (cashier)	DP	2,987	3,068	3,086	3,008	2,760	2,757	2,789	2747	2195	2538			
CSC	Finance - Number of transactions by telephone taken by CSA	DP	401	376	404	363	310	309	350	369		419			
CSC	Finance - Number of transactions by internet	DP	131	161	162	164	147	155	176	150		175			
CSC	Finance - Number of transactions by Automated Telephone Payments	DP	0	0	25	54	38	70	64	57		52			

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BROMSGROVE DISTRICT COUNCIL

23 March 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [JANUARY 2007]

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 January 2007.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that 67.8 percent of the Improvement Plan is on target [green] 7 percent is one month behind [amber] and 10.7 percent is over one month behind [red]. 14.4 percent of actions have been re scheduled [or suspended] with approval.

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.

4. PROGRESS IN JANUARY 2007

- 4.1 Overall performance as at the end of January 2007 is as follows: -

January 2007

December 2006

RED	12	10.7%	RED	4	3.5%
AMBER	8	7.0%	AMBER	8	7.0%
GREEN	76	67.8%	GREEN	97	89.5%

Where: -

	On Target or completed
	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 January 2007

12 BACKGROUND PAPERS:

Full Improvement Plan for January 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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Exception Report for January 2007 Improvement Plan

Appendix 1

1.5 Improved Public Perception						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.1.4	Develop questions for first Customer Panel survey		The questions are in the process of being developed for review by the 28 th February 07.	HB	October 31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
1.1 Public perception																
1.1.4	Develop questions for first Customer Panel survey	HB														The questions are in the process of being developed and they will be reviewed by the 28 th February 07.

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Exception Report for January 2007 Improvement Plan

Appendix 1

1.5	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.2	Draft brand style guide and review completed		Timeline will be agreed by the end of February 2007. Mini style review expected to go to CCMT 27 March 2007 and be approved by the Leader and the Deputy Leader on the 2 May 2007. Full audit of communications materials expected to roll into next year's improvement plan.	HB	October 31 Oct 06	2 May 07

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
1.5	Public perception															
1.5.2	Draft brand style guide and review completed	HB														Timeline will be agreed by the end of February 2007. Mini style review expected to go to CCMT 27 March 2007 and approved by the Leader on the 2 May 2007 Full audit of communications materials expected to roll into next years improvement plan.

Exception Report for January 2007 Improvement Plan

Appendix 1

1	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.3	Agree actions with CMT		See above	HB	October 31 Oct 06	2 May 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.2	Public perception														
1.5.3	Agree actions with CMT	HB													See above

1.5	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.4	Agree style guide with the Leader.		To be agreed by leader on the 2 May 07	HB	October 31 Oct 06	2 May 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
1.5	Public perception															
1.5.4	Agree style guide with the Leader.	HB														To be agreed with the Leader by the 2 May 07

Exception Report for January 2007 Improvement Plan

Appendix 1

1	Modern Council					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.5.5	Further actions are dependant on the outcomes of the review.		This action will roll forward into the 2007 /2008 Improvement Plan to enable an effective communications audit to take place	HB	October 31 Oct 06	31 October 2007

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.2	Public perception														
1.5.5	Further outcomes are dependant on the review.	HB													This action will roll forward into next years improvement plan to enable an effective communications audit to take place

Exception Report for January 2007 Improvement Plan

Appendix 1

2	Corporate and External Improvements.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
2..1.1	Establish Communications forward Plan.		Draft completed for 26 February 2007 revised date for presentation to CMT on 13 March 2007. Delayed to make space on CMT agenda.	KD	October 31 Oct 06	13 March 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2	Risk management of Press															
2.1.1	Establish Communications forward Plan.	KD														Draft completed 26.Feb 07 revised date for presentation to CMT on 13 March 2007. Delayed to make space on CMT agenda.

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Exception Report for January 2007 Improvement Plan

Appendix 1

2 Corporate and External Improvements.						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
2..1.2	Monitor Communications Plan		See above	KD	October 31 Oct 06	13 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
2	Risk management of Press														
2.1.2	Monitor Communications Plan.	KD													See above.

3 Corporate and External Improvements.						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
3.3.3	Undertake first Customer Panel Survey.		Survey will now take place at the end of March 07.	HB	October 31 Oct 06	31 March 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
3	BME representation														
3.3.3	Undertake first Customer Panel Survey.	HB													Survey will now take place end of March 07.

Exception Report for January 2007 Improvement Plan

Appendix 1

10	Improved Housing for the District					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
10.3.3	Draw up plans for re modelling remaining hostels at Sidemoor and Rubery and submit planning application.		Awaiting submission of plans by BDHT. Delay created by revision to method of approach A meeting took place on the 21 Feb.07 to agree procedure at officer level. Report to Cabinet 4 April 2007 to clear revised approach	PS DH MD	30 Nov 06	31 May 07

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
10.	Improved Housing for the District															
10.3.3	Draw up plans for re modelling remaining hostels at Sidemoor and Rubery and submit planning application.															Awaiting submission of plans by BDHT. Delay created by revision to method of approach A meeting took place on the 21 Feb.07 to agree procedure at officer level. Report to Cabinet 4 April 2007 to clear revised approach

Exception Report for January 2007 Improvement Plan

Appendix 1

10 Planning and Environment .						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
10.3.5.	Provide Council with a financial analysis of re modelling of 2 hostels.		See above comments.	PS DH MD	30 Nov 06	4 April 07

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
10. Hostel Accommodation.															
10.3.5	Draw up plans for re modelling and submit planning application														See above comments. Will be incorporated in report to Cabinet April 4 2007

E-government and Customer Services						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
15.1.3	Purchase and install complaints system.		A bid for funding has gone forward as part of the business planning process. The recommended system will be purchased if the funding is made available. A new completion date of March 2007 has set, as the budget process is not due to be completed until early 2007.	PS DH MD	30 Nov 06	30 March 07

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15	Complaints system															
15.1.3	Purchase and install complaints system.	DP														A bid for funding has gone forward as part of the business planning process. The recommended system will be purchased if the funding is made available. A new completion date of March 2007 has set, as the budget process is not due to be completed until early 2007.

E-government and Customer Services						
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
15.1.4	Develop training schedule for staff and implement system.	X	A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier.	PS DH MD	30 Nov 06	30 March 07

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
15.1																
15.1.4	Develop training schedule for staff and implement system.	DP													A training schedule will be drafted and incorporated into the rollout of the new system. Delivery of training will be included as part of the system installation carried out by the supplier.	

Exception Report for January 2007 Improvement Plan

Appendix 1

16	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.3	Install queue management software system. Waiting budget approval on 27 Feb 07		The date has been revised to June 30 because of delays in obtaining budget approval. This will be included as part of the queue system installation.	DP	31 Oct 06	30 June 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Service Requests														
16.1.3	Install queue management software system. Waiting budget approval on 27 Feb	DP													The date has been revised to June 30 because of delays in obtaining budget approval. This will be included as part of the queue system installation.

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16	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
16.1.4	Install large screen for customers at the Customer Service Centre .		The date has been revised to June 30 2007 because of delays in obtaining budget approval. This will be included as part of the queue system installation. Dependent upon 16.1.2 & 16.1.	DP/ HB	31 Oct 06	30 June 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 at the Customer Service Centre .	DP													The date has been revised to June 30 2007 because of delays in obtaining budget approval. Will be included as part of the queue system installation. Dependent upon 16.1.2 & 16.1.

16	Improved Access to Services Electronically.					
Ref	January 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	30 June 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.

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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 of the website.

Exception Report for January 2007 Improvement Plan

Appendix 1

17	Improved Access to Services Electronically.					
Ref	January 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 30 June 2007 has been agreed. Finally launching them will need to be fixed into the roll out of the complaints system	DP	31 July 06	30 June 07

Ref.	Action	Lead	July	Aug.	Sept	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
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 30 June 2007 has been agreed. Final launch of them will need to be fixed into the roll out of the complaints system.

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Exception Report for January 2007 Improvement Plan

Appendix 1

17	Improved Access to Services Electronically.					
Ref	January Action	Colour	Corrective Action	Who	Original Date	Revised Date
17.3.2	Introduce method of monitoring letter answering and produce stats to support process.		Based on recent report to CMT this action needs either to be removed or linked to the project for scanning of mail. This action is now suspended.	DP	31 July 06	Suspended

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														Based on recent report to CMT this action needs either to be removed or linked to the project for scanning of mail. This action has now been suspended

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Human resources and Organisational Development						
Improved Governance						
Ref	January 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.		A review of the outstanding forms was sent to Group Leaders on 3 Jan 2007 so they could take remedial action. Fourteen forms had been received on the 21 February 2007. In light of the impending local elections a comprehensive training Needs Analysis will be undertaken once the new intake are in place. This action has now been suspended	JP	31 Aug 06	Suspended

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													In light of the impending local elections a comprehensive training Needs Analysis will be undertaken once the new intake are in place. This action has now been suspended

Improved Financial Management and Improved Services						
21.2 DWP Performance Standard / Performance Measures						
Ref	January 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 92 % for Oct -Dec This is a 3.2% decrease on July-Sept. The decline is disappointing to the team and the errors vary and do not reflect a specific training need. The teams have completed training competency forms and we have a trainer on site 3 days per week to address any issues. Although the performance in accuracy remains at the lowest standard, it represents a low rating in the DWP standard [6%] and in this quarter, the 8% incorrect consisted of 10 errors with a weekly value of £48. 76 paid incorrectly. The Benefits Manager continues to stress the importance of accuracy within the team and will be increasing the management checks again after the year-end.	JLP	31 Oct 06	30 April 07

Exception Report for January 2007 Improvement Plan

Appendix 1

Ref.	Action	Lead	July	August	Sept.	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 92 % for Oct –Dec. This is a 3.2% decrease on July-Sept. The decline is disappointing to the team and the errors vary and do not reflect a specific training need. The teams have completed training competency forms and we have a trainer on site 3 days per week to address any issues. Although the performance in accuracy remains at the lowest standard, it represents a low rating in the DWP standard [6%] and in this quarter, the 8% incorrect consisted of 10 errors with a weekly value of £48 76 paid incorrectly. The Benefits Manager continues to stress the importance of accuracy within the team and will be increasing the management checks again after the year-end.

Exception Report for January 2007 Improvement Plan

Appendix 1

21.2 DWP Performance Standard / Performance Measures						
Ref	January 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 outstanding outside the three-month period. This has now been cleared, but because the appeals were outside the deadline this has not influenced the figures: however now the backlog has been cleared, we can expect to see an improvement in April 2007.	JLP	31 Oct 06	30 April 07

Ref.	Action	Lead													Corrective Action	
			July	August	Sept.	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 outstanding outside the three-month period. This has now been cleared, but because the appeals were outside the deadline this has not influenced the figures: however now the backlog has been cleared, we can expect to see an improvement in April 2007.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

23rd MARCH 2007

Annual External Audit Report 2005/06

Responsible Portfolio Holder	Councillor Roger Hollingworth / Councillor Rita Taylor
Responsible Head of Service	Acting Chief Executive

1. SUMMARY

- 1.1. The Council's External Auditor (KPMG LLP) has issued the Annual External Audit Report for 2005/06 (see Appendix). This was issued to Officers of the Council in draft form at the end of December and has been amended to take account of the majority of those comments. It also includes the management response to the recommendations.

2. RECOMMENDATIONS

- 2.1 Members are asked to consider the Annual External Audit Report for 2005/06 and, subject to any comments they may wish to make, to accept it.
- 2.2 Members are asked to endorse the management response to the Annual External Audit Report for 2005/06 recommendations.

3 BACKGROUND

- 3.1 Appended to this Report is the Annual External Audit Report for 2005/06 which reports the significant findings from work undertaken by KPMG LLP (the Council's appointed auditors) as part of the 2005/06 Audit and Inspection Plan. The memo focuses on the following main areas:
- Audit of Accounts
 - Audit of Use of Resources
- 3.2 The report also includes:
- Data Quality
 - Follow up of previous years Annual Audit and Inspection Letter recommendations
 - Statutory report on Best Value Performance Plan
 - Summary of audit reports issued during the year
- 3.3 It is felt that the report does accurately reflect the Councils position however it is felt that a number of points are worth clarification / further comment:

- Page 4 – financial position – it could be inferred here that the situation wasn't effectively managed however it is officers firm belief that the potential overspend was identified early and corrective actions put in place.
- Page 5 – the report states that “Although the Authority is currently examining ways of addressing spending and activity levels, these need to be carefully monitored...” This could again be inferred that they weren't before – officers believe that there have been significant improvements in financial management within the Council over the last 2 years.
- Data quality – it is a recognised that the Council needs to improve significantly with regard to data quality however it is worth noting that this is a new Key Line of Enquiry and that lots of other councils are in a similar position.

3.4 The Memo does contain a series of Recommendations and a Management response has been included. Members are asked to endorse the Management response.

4. FINANCIAL IMPLICATIONS

4.1 None.

5. LEGAL IMPLICATIONS

5.1 None.

6. CORPORATE OBJECTIVES

6.1 Overall objective of improvement.

7. RISK MANAGEMENT

7.1 None.

8. CUSTOMER IMPLICATIONS

8.1 None.

9. OTHER IMPLICATIONS

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

N/A
Environmental N/A
Equalities and Diversity N/A

10. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	To be sent 26/1/07
Acting Chief Executive	Author
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	N/A

11. APPENDICES

Annual External Audit Report 2005/06

12. BACKGROUND PAPERS

None

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Tel: (01527 881487)

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INFRASTRUCTURE & GOVERNMENT

Annual External Audit Report

2005/06

**Bromsgrove District
Council**

December 2006

AUDIT

Content

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Executive summary

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- Summary of findings
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- Accounts audit and Statement on Internal Control
- Financial position
- Whole of Government accounts
- Questions and objections from electors

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- Scope of our work
- Evaluation
- Best Value Performance Plan

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7

- Summary of our review of data quality management arrangements
- Results of Data testing

Appendices

- Appendix A - Summary of data quality recommendations and action plan
- Appendix B - Follow up of recommendations from the previous year
- Appendix C – Statutory report on the Best Value Performance Plan
- Appendix D – Audit Reports issued

This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any officer or Member acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Jon Gorrie who is the engagement director to the Authority, telephone 0121 232 2440, email jonathan.gorrie@kpmg.co.uk, who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 236 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Nicholson House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0117 975 3131, textphone (minicom) 020 7630 0421.

Executive summary

1.1 Scope of our work

This report summarises KPMG LLP's external audit work carried out at Bromsgrove District Council (The Authority) for the 2005/06 year. In particular, this report includes our findings in relation to the:

- audit of accounts (section 2) and
- audit of Use of Resources (section 3).

The report also includes:

- a summary of our recommendations on the Authority's management arrangements over data quality from the current year (Appendix A); and
- a follow up of our recommendations from previous years Annual Audit and Inspection Letter and (Appendix B).
- our statutory report on the Best Value Performance Plan (Appendix C); and
- a summary of the audit reports issued during the year (Appendix D).

1.2 Summary of findings

Audit of accounts

On 29 September 2006, we issued our external audit opinion on the Authority's 2005/06 financial statements. At the same time, we issued our audit certificate, which formally concludes our statutory responsibilities as auditors for 2005/06.

We also reviewed the Authority's 2005/06 Whole of Government Accounts (WGA) submission pack and were able to conclude that it was consistent with the Authority's statutory accounts.

Audit of data quality

During May to July 2006, we completed our first review of data quality at the Authority, following a new methodology developed by the Audit Commission. This forms part of our work for the 2006/07 audit year.

We reviewed the management arrangements over data quality that the Authority has in place and have given the Authority a score of 1 out of 4, meaning that we consider the arrangements to be inadequate.

Best Value Performance Plan

We were also required to report on The Authority's Best Value Performance Plan 'BVPP' (better known as 'Council Results 2005/06') as to whether or not The Authority has complied with legislation and statutory guidance in respect of the preparation and publication of the BVPP.

Following our review, we consider that the Authority's BVPP is consistent with the relevant guidance and we have therefore issued an unqualified opinion (see Appendix C).

Use of resources

We reported our value for money conclusion on the Authority's use of resources as part of our accounts audit report on 29 September 2006. This was a qualified conclusion, indicating that the Authority had not achieved all the criteria specified by the Audit Commission and reported in detail in our *2005/06 ISA 260 Report to those charged with governance* dated 19th September 2006 to the Authority.

We are currently in the process of undertaking our annual review of the Authority's use of resources (2006/07) building on our previous year's work and updating it for any changes and improvements to the Authority's arrangements. We will report our findings to the Authority in our Joint Annual Audit & Inspection Letter (2005/06) which is expected to be issued by the Audit Commission in March 2007.

Our responsibilities under the Audit Commission's Code of Audit Practice also include the review of topics relevant to the Authority's use of resources which have been determined through a risk assessment carried out with the Authority's officers and was detailed in the 2005/06 Annual Audit and Inspection Plan.

1.3 Looking forward

The Authority faces another challenging year in 2006/07 and we have discussed and agreed our audit plan for this period with the Authority. From that analysis we have identified the following key issues:

- **Improvement Plan:** The Authority has been in voluntary engagement since 2004 and has made good progress in developing, agreeing and implementing an Improvement Plan, for example key strategic documents with a more robust staffing structure now in place. A robust assessment of how much progress the Authority has made will be assessed as part of the Audit Commission's Comprehensive Performance Assessment (CPA) that is scheduled to take place during the first quarter of 2007 together with our Use of Resources judgement which is expected to be issued in March 2007.
- **Initiatives:** The Authority has entered into an agreement with an external provider to help it to implement a number of initiatives under the project title 'Spatial Project' at a cost of approximately £6.3m. The Authority believes this will lead to annual savings that will be calculated following the completion of the stage 3 of the project. The Authority will need to ensure that it has sufficient and effective project management and monitoring procedures in place to ensure successful delivery of these initiatives and the savings.
- **Joint Working:** There is increasing pressure on local authorities to work in much more collaborative manner and as a result it is likely that there will be an increasing degree of joint working with neighbouring authorities. The Authority decided not to enter into a shared service arrangement for the provision of its revenue and benefits services with other Worcestershire authorities this was due to the Authority believing that the business case would not deliver significant benefits to the Council and its service users. However the local authorities continue to discuss the future provision of other back office services that may present opportunities and/or benefits to individual authorities under a shared service agreement. Any such future arrangements will require robust scrutiny and monitoring to ensure they are effectively governed and deliver agreed outcomes for the Authority and its residents.

1.4 Acknowledgements

We would like to take this opportunity to thank the officers and Members for their continuing help and co-operation whilst undertaking our audit this year.

Section 2

Audit of Accounts

2.1 Scope of our work

Our 2005/06 *Interim Report*, issued in July 2006, set out our findings in relation to the Authority's controls and internal audit function. Further to this document, our *Report to Those Charged with Governance* gave our findings and initial conclusions in relation to the Authority's accounts.

This report summarises our findings from the audit of the accounts and Statement on Internal Control for 2005/06.

2.2 Findings of the accounts audit

Opinion and certificate

We issued an unqualified opinion on the accounts on 29 September 2006. For the first time this year, our audit report incorporated a conclusion on the Authority's use of resources. This is discussed in more detail in section 3 and in our *Report to Those Charged with Governance*, issued on 19 September 2006.

We received a complete set of draft 2005/06 accounts from the Authority by the agreed deadline of 30 June 2006 and they were supported by adequate quality working papers, which is a clear improvement from prior year.

Following completion of our audit the accounts were amended for a number of errors and presentational disclosures. None of these however were considered to be material and there were no uncorrected errors.

We also reviewed the information supporting the Authority's Statement on Internal Control for 2005/06 and concluded that it was consistent with our understanding of the Authority.

We also concluded that we were able to place reliance on the work of Internal Audit in 2005/06. Our review of Internal Audit work noted that Internal Audit raised a number of recommendations aimed at improving the Authority's financial controls throughout the year and we continue to support Internal Audit in raising these issues and recommendations.

We have no further issues to report which have not already been addressed in sufficient detail in 2005/06 *ISA260 Report to Those Charged with Governance*.

Whole of government accounts opinion

WGA are accounts that cover the whole of the public sector and include some 1,300 separate bodies. Each of these bodies is required to submit a consolidation pack which is based on, but separate from, their statutory accounts.

The 2005/06 year was the second "dry-run" year for the WGA process, but for the first time auditors were required to review and report on the WGA consolidation pack. In 2006/07, the WGA process will "go live" and the Authority will need to ensure it complies with the deadlines for the completion of its WGA pack for audit purposes once these have been issued.

As external auditors to the Authority, we have provided an opinion on your 2005/06 WGA consolidation pack. In our opinion, the consolidation pack, with the adjustments schedule addendum, is consistent with the statement of accounts for the year ended 31 March 2006.

2.3 Financial Position

Revenue

During the year ended 31 March 2006 The Authority reported a deficit of £186k, which represented an overspend of 2% against its total 2005/06 budget of £9.65m. This overspend was reduced via the receipt of additional interest income of £256k, which was generated from investments.

The main areas of overspend related to street scene and waste management services and the recovery plan which was overspent by £185k. The impact of these overspends were offset by vacancy savings for example in Culture and Community Services of £110k, Financial Services of £85k and Planning and Environment services of £199k.

Section 2

Audit of Accounts

For 2006/07, The Authority has set a balanced revenue budget of £10.45m and is currently forecasting a projected overspend of £77k. The main increase in budget relates to service improvements of £1.69m. However this is offset by savings, additional grant income and use of balances.

Although the Authority is currently examining ways of addressing spending and activity levels, these need to be carefully monitored to ensure that the overall cumulative financial position of the Authority remains strong.

Capital

The Authority approved a budget of £8.36m, against which only £6.3m was incurred, resulting in a under spend of £2.065m and a carry forward of £1.65m. The main areas for slippage in 2005/06 were eGovernment and customer services with 22%, culture and community services with 34% and street scene and waste management with 43% under spent against budget.

For 2006/7, The Authority has approved a capital programme of £7.9m, which includes the carry forward from 2005/6 and also the Spatial IT project of £500k. As at September 2006, The Authority is forecasting an under spend of £871k, the main area of slippage being planning and environment services.

Work is currently being undertaken with budget holders and heads of services across the Authority to further refine spending profiles on schemes and to report any slippage on the capital programme to the Performance Management Board and the and the Corporate Management Team.

In addition, the Authority has developed and adopted an Asset Management Plan (2006 to 2010). The plan will introduce a set of local performance indicators to measure and monitor the performance of the whole authority in the delivery of its capital projects in terms of cost and time predictability.

Reserves and balances

The Authority reported general fund revenue balances of £2.28m and earmarked balances of £607k at the end of 2005/06. During the year a review of earmarked reserves was undertaken and a number of reserves were consolidated into a replacement reserve. The Authority intends to use this reserve to replace vehicles, plant and ICT equipment and from 2006/07 a contribution of £200k each year will be made to this reserve.

In order to meet future budgetary pressures the medium term financial plan (2006 to 2009) requires the Authority to use general fund balances of £320k in 2006/7 and £500k in 2007/8 to fund one off expenditure. This planned usage of its general fund balance results in a projected balance of £1.47m in 2008/09, which remains above the Authority's approved minimum required balance of £850k.

The Authority's ability to maintain reserves in line with its medium term financial strategy is dependent on robust budget management to ensure that use of further working balances is not required to manage higher overspends.

2.4 Questions and objections from electors

Electors of Bromsgrove District Council are entitled by law to raise with the auditor questions or objections to items of account. These queries can then require us to investigate the issue raised.

We have not received any questions or objections during the audited year.

2.5 Certification of grant claims and returns

We are currently in the process of reviewing and certifying the Authority's grant claims and returns for the financial year 2005/06.

Section 3

Use of Resources

3.1 Scope of our work

We reported our findings in support of our Use of Resources conclusion in our *Report to those charged with governance* dated 19th September 2006.

We have also set out below the summary of our other work completed as part of responsibilities under the Code of Audit Practice in relation to the Authority's use of resources.

3.2 Use of resources evaluation

The aim of the evaluation was to be satisfied that the Authority has proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources. The assessment is based on judgements on the themes issued by the Audit Commission.

Our *2005/6 ISA 260 Report to those charged with governance* dated 19 September 2006 detailed our main findings and we concluded that the arrangements in place at the Authority were inadequate.

We are in the process of undertaking our annual review of the Authority's use of resources (2006/07) building on our previous year's work and updating it for any changes and improvements to the Authority's arrangements. We will report our findings to the Authority in our Joint Annual Audit & Inspection Letter (2005/06) which is expected to be issued by the Audit Commission in March 2007.

3.3 Best Value Performance Plan (BVPP)

In line with the Audit Commission's *Code of Audit Practice*, as part of our 2006/07 work programme we are required to audit the Authority's 2006/07 Best Value Performance Plan (Council Results) to ensure that its contents comply with statutory requirements.

Our opinion is included in Appendix C and there are no significant issues arising from our work which we wish to bring to the attention of Members.

Section 4

Audit of Data Quality

4.1 Scope of work

The Audit Commission has introduced a new review of local authorities' data quality arrangements, which forms part of our work for the 2006/07 audit year.

The work is timely since, with the continued development of the performance management framework in many organisations, there is increased reliance on information for decision-making, so the accuracy of the information is vital for effective organisational management.

Data is also important to external stakeholders wishing to review authorities' performance, as such our work also includes the validation of certain indicators to assist the Audit Commission with the CPA process.

Our review of data quality was carried out in compliance with the Audit Guides issued by the Audit Commission. These divide our work into three phases.

- Stage 1: Review of management arrangements. Here we consider the arrangements in place by which the Authority defines its objectives for data quality and aims to ensure that they are achieved.
- Stage 2: Comparison to other authorities. This audit step involves responding to the Audit Commission where they raise questions on the Authority's performance indicators. These questions may arise through analysis of historical trends or comparison to other authorities. The Authority was able to provide answers to all Audit Commission questions and we have nothing further to report to members on this matter
- Stage 3: Data testing. We perform detailed testing on a number of indicators selected by the Audit Commission, carrying out the tests specified in the Audit Guide. The number of indicators tested is dependent upon our assessment of the adequacy of management arrangements in Stage 1.

4.2 Review of managements arrangements over data quality

For the initial assessment stage, the Audit Commission developed five Key Line of Enquiries (KLOEs) to enable us to evaluate the Authority's management arrangements for data quality. The assessment is scored based on the Authorities fulfilment of prescribed criteria as follows:

- Level 1 = inadequate performance
- Level 2 = adequate performance
- Level 3 = performing well
- Level 4 = performing strongly

We have given the Authority an overall score of one out of four, covering the following area's of assessment:

- Governance arrangements;
- Policy framework;
- Information systems and processes;
- People and skills; and
- Using data effectively

We have made a number of recommendations these will provide the Authority with an opportunity to improve its arrangements in the coming year. The recommendations are set out overleaf and summarised in Appendix A.

Section 4

Audit of data quality

Data quality governance arrangements

Data quality element	Level achieved
Governance arrangements	1

This section of our management arrangements review covered the Authority's leadership over data quality, including:

- its top level commitment to data quality
- how responsibilities for data quality are defined and communicated;
- its data quality objectives in place; and
- how standards for data quality are monitored and reviewed.

This area is important because it defines what is expected from staff and how officers and Members will ensure that this is achieved.

The key strategic documents of the Authority such as its Corporate Plan, service and business plans and risk register do not formally nor clearly set out and demonstrate the Authority's commitment to data quality. As a result there is no overall strategy in place setting out how the Authority expects to consistently achieve data quality.

The Authority's Individual service and business plans, the budget book 2006/07 and also job specifications for relevant staff specify officer responsibility for producing performance indicators but not clearly specify the responsibility in relation to data quality. For example responsibility for producing and reporting accurate, valid, reliable, relevant and complete data.

Recommendation 1: Formalisation of Data Quality Strategy

The Authority should demonstrate its commitment and objectives for data quality within all its key strategic documents such as its Corporate Plan, service and business plans and risk register and should also develop, approve and implement a comprehensive data quality strategy supporting this commitment.

Recommendation 2: Roles and responsibilities for data quality

The Authority should clearly assign the responsibility of data quality within all its key strategic documents and in all job descriptions of staff responsible for producing and reporting data.

The policy framework for data quality

Data quality element	Level achieved
Policy framework	1

This review area considered the Authority's policies in relation to data quality and how they are implemented.

Whilst we noted there are procedures and guidance notes in place for example in revenue and benefits, these are not in place in other business areas such as waste management and planning.

In addition, there is no data quality policy or set of policies in place at the Authority designed to support data quality objectives. In the absence of an approved data quality policy there is a risk of inconsistent and inadequate practices for data quality across the Authority's departments.

Recommendation 3: Formalisation of data quality policy

The Authority should formally adopt a Data Quality Policy and all staff should be made aware of this policy. Further to this the Authority should consider providing necessary training to all staff to ensure a consistency of approach across all its departments.

Section 4

Audit of data quality

Information systems and processes

Data quality element	Level achieved
Information systems and processes	2

Fundamental to the reliability of the Authority's information is the robustness of the systems which store or provide its underlying data. Our review of the Authority's management arrangements considered the robustness of its systems in place, including management's response to previously identified weaknesses, and consideration of data security and integrity. Our review also considered the systems for collating indicators and sharing information.

The Authority's IT department provide adequate support to staff using the systems which maintain data used to produce data for performance indicators.

Corporate Communication Policy and Performance team are responsible for collating and reporting performance indicators. However, during the year, due to staff shortages in the Corporate Communication Policy and Performance team, Authority's Internal Audit function has been involved in collating performance indicators and performing a high level review of performance indicators.

The Authority is committed to implement the LAMP (Local Authority Modernisation Project) which incorporates a 6 month phase of data cleansing, updating and linking of data, covering multiple data sets produced and maintained by the Authority. The LAMP project has identified that the Authority needs to undergo extensive data cleansing to its systems.

Our detailed review of the calculation of BV82 'percentage of house hold waste sent for recycling and composting' noted that the data for this indicator is recorded and calculated by the Authority on excel spreadsheets. We found that the formula used to calculate the indicator incorrectly included trade waste. The calculation of this indicator has since been corrected.

As a result we consider that adequate controls should be put in place to ensure the accuracy of input of data and calculation of indicators, especially where manual intervention is used to calculate the Authority's performance indicators.

We understand that the Authority has agreed and signed a Worcester Information Sharing Protocol to be used by departments and groups. However, currently there is no formal corporate protocol in place for internal and external data sharing. In the absence of such a protocol the Authority cannot ensure robust data quality from third parties occurs.

Recommendation 4: Review of PI data and systems

We recommend that the Authority extends the review process underpinning the production of performance indicators. This should be undertaken by the Corporate Communication Policy and Performance Team and should include scrutiny of the underlying data, as well as the systems used to calculate the Authority's performance indicators. The findings of reviews should then be reported to the Performance management Board to satisfy Members on the quality of data.

Recommendation 5: Formal protocol for data sharing

The Authority should adopt a formal corporate protocol for data sharing to emphasise the Authority's commitment to the production of high quality data both internally and to other organisations.

People and skills

Data quality element	Level achieved
People and skills	1

The sections set out above require a range of skills for successful implementation – whether knowledge of information systems or the knowledge of processes to ensure that they are appropriately designed to deliver high-quality data. It is, therefore, important that the Authority considers the skills it needs to deliver its data quality objectives. Once these have been identified, it will be necessary for the Authority to implement training programmes and briefings in order to fully develop these skills.

Section 4

Audit of data quality

Whilst The Authority has recently completed an organisational structural review which has enabled The Authority to identify areas of skills weaknesses, this did not focus on reviewing specific skills and responsibilities in relation to data quality.

During the year the IT department facilitated workshops to introduce staff to the LAMP project explaining how the project will ensure clean, current and up to date data.

All staff are aware of their roles and responsibilities and these are enforced through performance appraisals every six months. Any issues in relation to data quality training if identified can be highlighted.

Recommendation 6: Assessment of data quality skills and provision of appropriate training

The Authority should undertake an assessment of the current level of data quality skills in the organisation, especially in light of the LAMP project, to identify service areas where further training is required.

Following this, data quality should be incorporated into the Authority's corporate training calendar and provided to all relevant staff, to ensure a consistency of approach to data quality across the Authority.

Using data effectively

Data quality element	Level achieved
Using data effectively	2

Performance data should be used by Members to inform decision-making and improvement. In order to facilitate this, performance information should be appropriate, timely and subject to a thorough review by senior staff before used by Members.

The Authority reports to Performance Monitoring Board and staff against a 'basket' of key 45 performance indicators on a quarterly basis. Reports are produced on an exception basis, to focus Member and senior officer attention on areas where clear action is required.

Reported data is submitted back to heads of services. The minutes of all the Board's meetings can be found on the intranet and can be accessed by staff for feedback.

The Performance Indicator co-ordinator maintains a file of indicators which includes evidence of the reports used to compile each performance indicator with background information on its compilation and explanations for variances.

The controls exercised by the Authority to confirm accuracy of indicators is focused on outputs and does not necessarily cover the accuracy of the input of data and correct application of the statutory definitions on performance indicators. Reliance is placed on the officer responsible for producing the performance indicator.

4.3 Data testing

As part of our work on data quality we reviewed a number of best value performance indicators. The number reviewed was determined by our assessment of the management arrangements around data quality at the Authority.

Following our assessment of the management arrangements, three indicators were selected for review. Of these, an amendment was placed on one Indicator.

Performance Indicator	Reason for selection
BV 82A – recycling performance	Indicator definition changed from the prior year
BV 82B – composting performance	Indicator definition changed from the prior year
BV 109 – planning speed (parts a to c)	Identified as a high risk indicator by the Audit Commission

Of the three indicators tested, The Authority amended BV82 a and b as the indicator calculation incorrectly included trade waste. The revised calculation slightly improved the performance of the indicators.

We reported our findings to the Audit Commission performance indicator team through the Audit Commission's EDC system.

Appendix A: Summary of data quality recommendations

No.	Recommendation	Priority	Management Response
1	<p>Formalisation of Data Quality Strategy</p> <p>The Authority should demonstrate its commitment and objectives for data quality within all its key strategic documents such as its Corporate Plan, service and business plans and risk register and should also develop, approve and implement a comprehensive data quality strategy supporting this commitment.</p>	H	Agreed. Data quality strategy to be produced by the end of the financial year
2	<p>Roles and responsibilities for data quality</p> <p>The Authority should clearly assign the responsibility of data quality within all its key strategic documents and in all job descriptions of staff responsible for producing and reporting data.</p>	H	Agreed will take account of in key corporate documents. Job descriptions will be reviewed with regard to this when undertaking the annual PDR process
3	<p>Formalisation of data quality policy</p> <p>The Authority should formally adopt a Data Quality Policy and all staff should be made aware of this policy. Further to this the Authority should consider providing necessary training to all staff to ensure a consistency of approach across all it's departments.</p>	H	Agreed policy to be developed by the end of the financial year. Training on strategy and policy has been included in corporate training directory.
4	<p>Review of PI data and systems</p> <p>We recommend that the Authority extends the review process underpinning the production of performance indicators. This should be undertaken by the Corporate Communication Policy and Performance Team, and should include scrutiny of the underlying data, as well as the systems used to calculate the Authority's performance indicators. The findings of reviews should then be reported to the Performance management Board to satisfy Members on the quality of data.</p>	H	Corporate Communication Policy and Performance Team will be reviewing Performance Management process. Also Internal Audit as a separate audit but will include looking at PI's as part of specific audits around service areas.
5	<p>Formal protocol for data sharing</p> <p>The Authority should adopt a formal corporate protocol for data sharing to emphasise the Authority's commitment to the production of high quality data both internally and to other organisations.</p>	M	Bromsgrove has signed up to the Worcestershire Information Sharing Standard. This was agreed a couple of years ago and is part of the working practices of the Hub Partnership. The Standard is designed to be used by departments/groups within the Authority who have a need to share data with partners. The Standard provides a toolkit to help departments/groups draw up a data sharing protocol for their particular needs. We accept that this has never been done. There is no single data sharing protocol for Bromsgrove as requirements would be different for each department. however we will seek to adopt one by September 2007.
6	<p>Assessment of data quality skills and provision of appropriate training</p> <p>The Authority should undertake an assessment of the current level of data quality skills in the organisation, especially in light of the LAMP project, to identify service areas where further training is required.</p> <p>Following this, data quality should be incorporated into the Authority's corporate training calendar and provided to all relevant staff, to ensure a consistency of approach to data quality across the Authority.</p>	M	Training has been included in the corporate training directory on the strategy and policy however departmental specific training will be addressed as part of ongoing training within the department

Appendix B: Follow up of last years principal recommendations

No.	Recommendation	Priority	Management Responses on Progress
1	<p>Performance framework</p> <p>The Authority should incorporate benchmarking into the performance indicators to allow the Performance Management Board (PMB) to place current performance into an appropriate context.</p>	H	The Value for money action plans that are to be included in the 2007/08-2009/10 Business Plans will evidence how the service plans to benchmark its activities in both financial and performance terms. The delivery of the action plan will be monitored by the VFM advisory group together with PMB.
2	<p>Performance framework</p> <p>Whilst The Authority has a Top 45 set of performance indicators, The Authority should still consider reporting by exception i.e. reducing the number of indicators presented to the PMB to streamline the reporting process and enable the PMB to focus on poor performing areas.</p>	M	The Authority is continuing with the number of indicators that are reported. However an exception report is now presented to PMB to ensure focus on the poor performance with a clear action of how the service plans to improve the performance.
3	<p>e-Government</p> <p>The Authority must develop time bound action plans that are driven by effective project management based on realistic targets to ensure it fully delivers the e-Government agenda.</p>	H	The Authority has adopted a project management methodology and manages projects within this framework. The implementation of the Spatial Data, Internet and Infrastructure projects will all support the e-Government agenda.
4	<p>Council Tax Level</p> <p>The Authority should ensure that future calculations of The Authority Tax Level take into account the existing (and future) level of reserves, including any implications arising from the need to distribute any surplus to precepting authorities.</p>	H	Recommendation implemented for 2005/06.
5	<p>Treasury management</p> <p>Performance The Authority should produce quarterly reports that benchmark treasury management performance to ensure it is achieving best value from fund managers.</p>	H	The reports to PMB include quarterly performance of Treasury Management funds and how this is comparable with the target set. There is currently a review being undertaken of the Treasury Management Strategy.
6	<p>Revenue balances</p> <p>The Authority should calculate a risk assessed minimum level of balances required to sustain revenue expenditure. This should be based on a risk assessment of key variables and incorporate the overall objectives as specified in the Corporate Plan via the Medium Term Financial Strategy.</p>	M	This will be delivered as part of the review of the medium term financial plan for 2007/08-2009/10 for presentation to members in February 2007.
7	<p>Capital programme</p> <p>The Authority needs to re-evaluate the capital budget setting process to ensure it takes into account issues arising from earlier years and ensure that all projects are covered.</p>	M	The capital bid requests take into account all consequences of capital spend. The capital programme is to be approved in February 2007 to ensure all schemes are included in relation to future revenue implications in the Medium Term Financial Plan.

Appendix B: Follow up of last years principal recommendations

No.	Recommendation	Priority	Management Responses on Progress
8	<p>Capital programme</p> <p>The Authority needs to ensure it has robust project management arrangements over its capital programme to ensure that all projects are delivered on time and to budget.</p>	H	The Capital programme is monitored on a monthly basis with the Heads of Service. There are clear justifications as to the delays in projects completion (e.g. – delays in obtaining land for low-cost housing).
9	<p>Prudential borrowing</p> <p>The Authority should risk assess and carry out a cost benefit analysis of the two options available to it with regards to funding its future capital programme, for example through prudential borrowing.</p>	M	To be reviewed as part of the Capital Programme 2007/08-2009/10.
10	<p>Risk management</p> <p>The Authority should map its risk register to its corporate and operational objectives to help align future risk and performance integration.</p>	H	The Corporate and Departmental risk registers have all been prepared and are revisited on a regular basis to ensure mitigation of risks. Also Internal Audit have just taken over responsibility for risk management and have reviewed the Strategy – this will be formally considered by Cabinet in March.
11	<p>Internal Audit</p> <p>Internal Audit should establish realistic milestones and targets for the delivery of its audit plan that incorporates appropriate actions in case of slippage.</p>	H	The Audit Plan is discussed with HOS when being prepared. This ensures that the plan is realistic. There are also contingencies in the eventuality of any slippage. This is all considered on a risk basis to the Authority.
12	<p>Use of Resources</p> <p>The Authority should review the individual KLOEs and develop suitable action plans to move to the next level.</p>	H	A detailed action plan has been prepared by accountancy to identify how the Authority can move to higher levels. The VFM strategy details how the Authority will demonstrate VFM in the future.

Appendix C: Auditor's statutory report on the Best Value Performance Plan

Auditor's Report to Bromsgrove District Council on its Best Value Performance Plan for the 2006/07 financial year

Certificate

We certify that we have audited the Best Value Performance Plan of Bromsgrove District Council ("the Authority") in accordance with section 7 of the Local Government Act 1999 ("the Act") and the Audit Commission's *Code of Audit Practice*. We also had regard to supplementary guidance issued by the Audit Commission.

This report is made solely to the Authority, in accordance with section 7 of the Act. A copy of this report will be sent to the Audit Commission under 7(5)(b) of the Act in relation to our recommendation to the Audit Commission under section 7(4)(e). A copy of this report will be sent to the Secretary of State under 7(5)(c) of the Act if we include a recommendation under section 7(4)(f) that the Secretary of State should give a direction under section 15 of the Act.

Our audit work has been undertaken so that we might state to the Authority, to the Audit Commission and (where necessary) to the Secretary of State those matters we are required to state to them in such an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than (i) the Authority, for our audit work, for this report, or for the opinions we have formed, (ii) the Audit Commission, for our recommendation under section 7(4)(e) and (iii) the Secretary of State, for our recommendation (if positive) under section 7(4)(f) of the Act.

Respective Responsibilities of the Authority and the Auditor

Under the Local Government Act 1999, the Authority is required to prepare and publish a Best Value Performance Plan summarising its assessments of its performance and position in relation to its statutory duty to make arrangements to secure continuous improvement to the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Authority is responsible for the preparation of the Plan and for the information and assessments set out within it. The Authority is also responsible for establishing appropriate performance management and internal control systems from which the information and assessments in its Plan are derived. The form and content of the Best Value Performance Plan are prescribed in section 6 of the Act and statutory guidance issued by the Government.

As the Authority's auditors, we are required under section 7 of the Act to carry out an audit of the Best Value Performance Plan, to certify that we have done so, and:

- to report whether we believe that the Plan has been prepared and published in accordance with statutory requirements set out in section 6 of the Act and statutory guidance and, where appropriate, recommending how the Plan should be amended so as to accord with statutory requirements;
- to recommend:
 - where appropriate, procedures to be followed in relation to the Plan;
 - whether the Audit Commission should carry out a Best Value inspection of the Authority under section 10 of the Local Government Act 1999; and
 - whether the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

Appendix C: Auditor's statutory report on the Best Value Performance Plan

Opinion

Basis of this opinion

For the purpose of forming our opinion as to whether the Plan was prepared and published in accordance with the legislation and with regard to statutory guidance, we conducted our audit in accordance with the Audit Commission's *Code of Audit Practice*. In carrying out our audit work, we also had regard to supplementary guidance issued by the Audit Commission.

We planned and performed our work so as to obtain all the information and explanations which we considered necessary in order to provide an opinion on whether the Plan has been prepared and published in accordance with statutory requirements.

In giving our opinion, we are not required to form a view on the completeness or accuracy of the information or the realism and achievability of the assessments published by the Authority. Our work therefore comprised a review and assessment of the Plan and, where appropriate, examination on a test basis of relevant evidence, sufficient to satisfy ourselves that the Plan includes those matters prescribed in legislation and statutory guidance and that the arrangements for publishing the Plan complied with the requirements of the legislation and statutory guidance.

Where we have qualified our audit opinion on the Plan, we are required to recommend how the Plan should be amended so as to comply in all significant respects with the legislation and statutory guidance.

In our opinion, Bromsgrove District Council has prepared and published its Best Value Performance Plan in all significant respects in accordance with section 6 of the Local Government Act 1999 and statutory guidance issued by the Government.

Recommendations on procedures followed in relation to the Plan

Where appropriate, we are required to recommend the procedures to be followed by the Authority in relation to the Plan.

For the current financial year, we have not made any such recommendations.

Recommendations on referral to the Audit Commission/Secretary of State

We are required each year to recommend whether, on the basis of our audit work, the Audit Commission should carry out a Best Value inspection of the Authority or whether the Secretary of State should give a direction.

On the basis of our work:

- we do not recommend that the Audit Commission should carry out a Best Value inspection of Bromsgrove District Council under section 10 of the Local Government Act 1999; and
- we do not recommend that the Secretary of State should give a direction under section 15 of the Local Government Act 1999.

Appendix D: Audit reports issued

Report Title	Date Issued
Annual Audit and Inspection Plan 2006/07	March 2006
Annual Audit & Inspection Letter (2004/05)	March 2006
2005/06 Interim Report	July 2006
2005/06 Report to those charged with governance (ISA260)	September 2006
2005/06 Opinion on Financial Statements	September 2006
2005/06 Whole of Government Accounts – Opinion	October 2006
2005/06 External Audit Annual Report	December 2006
2005/06 Best Value Performance Plan – Opinion	December 2006
2005/06 Annual Audit & Inspection Letter	To be issued (estimated to be March 2007)

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

23 MARCH 2007

PERFORMANCE MANAGEMENT BOARD PROPOSED WORK PROGRAMME 2007/08

Responsible Portfolio Holder	Councillor Roger Hollingworth
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

1. SUMMARY

- 1.1 This report proposes a work programme for the coming year – 2007/08 – for the Performance Management Board.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 The Board considers and agrees the proposed programme of work, making any changes as required.
- 2.2 The Board determine which of the suggested work items shown at the end of Appendix 1 should be included in the work programme and to which meetings these should come to.
- 2.3 Following this meeting the chair of PMB meet with the Leader and Chairs of Scrutiny Steering Board and Audit Board to discuss and co-ordinate work programmes.

3. BACKGROUND

- 3.1 The proposed work programme builds on the experience of the Board programme for 2006/07. The Board met for the first time in November 2005. The Board has had three chairmen during this period and is now chaired by the Leader of the Opposition, which is in line with best practice. Since its inception the Board has worked with the Cabinet and Corporate Management Team to establish a comprehensive performance management framework for the Council and programme for the Board.
- 3.2 The Board has essentially completed its programme for 2006/07. Three types of report were not completed:-
- business plan quarterly reviews. These were completed for quarters 1 and 2, but have not been subsequently reported on the advice of the Improvement Director. The new Council Plan 2007/2010 will replace the business plans (in terms of reporting to the Board) from next year and the Board will receive a set of

corporate performance indicators and an Improvement Plan 2007/08 based on the Council Plan. The Council Plan 2007/08 is on the Board's March agenda;

- half year review of the Community Strategy. The Board did receive an Annual Review of the Community Strategy. The Council is currently in receipt of Intervention Funds from the DCLG to support the development of a re-freshed Community Plan and a LSP performance framework. This framework will need to link to PMB and Cabinet and should be in place by 31 May 2007;
- the benefits action plan was received early in the year, but has not continued to be reported to the Board. The reasons are twofold. Firstly, a large number of recommendations had already been delivered and performance improved. Secondly, the new Improvement Plan included key actions around improving the Benefits service which has enable the Board to keep monitoring the progress of this service area.

4. PROPOSED WORK PROGRAMME

- 4.1 Appendix 1 shows a proposed work programme for 2007/08, for completeness it also includes the programme for the remaining meetings for the 2006/07 year.
- 4.2 The programme has been developed after reviewing the current year programme and also considering recent events (e.g. the Corporate Assessment Inspection) plus suggestions that have recently been put forward by Members.
- 4.3 Timing for some of the items on the proposed schedule may need to be revised, as the necessary prior events are themselves not firmly scheduled yet.
- 4.4 At the foot of the programme there are a number of work items proposed which have not yet been timetabled. The Board is invited to consider whether to include any/all of these items in the work programme, and if so, when.
- 4.5 Appendix 2 contains all the recommendations made by the Board since its inception. The original intention had been to check whether each recommendation has been actioned; however, due to the number it is proposed that the Board review the recommendations and ask the officers at the meeting to follow up on a shortlist of any recommendations that Members are concerned about.

5 FINANCIAL IMPLICATIONS

- 5.1 None.

6. LEGAL IMPLICATIONS

- 6.1 No legal implications to the report

7. CORPORATE OBJECTIVES

7.1 The work of the Board supports all of the Council's objectives and priorities, but particularly Priority 6 – Performance.

8. RISK MANAGEMENT

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

9. CUSTOMER IMPLICATIONS

9.1 The Board will receive monthly information on customer complaints as from 2007/08 and on key indicators for the Customer Service Centre. It is also proposed that both the Communications Strategy and Customer First Strategy are formally reviewed by the Board during 2007/08 as part of its work programme.

10. 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

Portfolio Holders	Via E-Mail and at PMB.
Acting Chief Executive	Yes at CMT
Corporate Director (Services)	Yes at CMT
Assistant Chief Executive	Yes
Head of Service	Yes at CMT
Head of Financial Services	Yes at CMT
Head of Legal & Democratic Services	Yes at CMT
Head of Organisational Development & HR	Yes at CMT

Corporate Procurement Team	No
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16. APPENDICES

Appendix 1 - Draft PMB Work Programme 2007/08
Appendix2– List of resolutions and recommendations from 2006/07 meetings

17. BACKGROUND PAPERS

2006/07 PMB Work Programme, PMB, January 2006.

CONTACT OFFICERS

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Proposed Performance Management Board Work Programme 2007/08

Date	Agenda Item
Mar 07	Period 10 06/07 Performance report Council Plan 2007/2010 and analysis of forward targets report. Period 10 06/07 Improvement plan progress/exception report
April 07	Period 11 06/07 Performance report Period 11 06/07 Improvement Plan progress/exception report Strategic Housing Inspection Action Plan
May 07	Period 12 06/07 integrated finance & performance report Data Quality Strategy Period 12 06/07 (year end) Improvement Plan progress/exception report
Jun 07	Period 1 07/08 performance report Improvement Plan (inc. CA findings) Mark 2 Community Plan 2007/2010. Use of Resources Self Assessment submission Review of Performance Plus report Communications Strategy Review
Jul 07	Period 2 07/08 performance report Period 2 07/08 Improvement Plan mk 2 progress report Corporate Assessment report and Council's draft response Direction of Travel Statement Strategic Housing Inspection Action Plan Council Results/Annual Report/Statement of Accounts 2006/07 (timing to be confirmed)

Aug 07	<p>Quarter 1 07/08 integrated finance & performance report</p> <p>Period 3 07/08 Improvement Plan mk 2 progress report</p> <p>Staff Survey 2007 Results</p> <p>Performance Management Strategy</p> <p>VFM action plan update</p> <p>Community Plan Annual Report 2006/07</p>
Sep 07	<p>Period 4 07/08 performance report</p> <p>Period 4 07/08 Improvement Plan mk 2 progress report</p> <p>Customer First and Peer Assessment strategy review</p>
Oct 07	<p>Period 5 07/08 performance report</p> <p>Period 5 07/08 Improvement Plan mk 2 progress report</p> <p>Corporate Social Responsibility Policy</p> <p>Strategic Housing Inspection Action Plan</p>
Nov 07	<p>Quarter 2 07/08 integrated finance & performance report</p> <p>Period 6 07/08 Improvement Plan mk 2 progress report</p>
Dec 07	<p>Period 7 07/08 performance report</p> <p>Period 7 07/08 Improvement Plan mk 2 progress report</p> <p>Strategic Housing Inspection Action Plan</p>
Jan 08	<p>Period 8 07/08 performance report</p> <p>Period 8 07/08 Improvement Plan mk 2 progress report</p>
Feb 08	<p>Quarter 3 07/08 integrated finance & performance report</p> <p>Council Plan 2008-2011 and Medium Term Financial Plan.</p> <p>Period 9 07/08 Improvement Plan mk 2 progress report</p>
Mar 08	<p>Period 10 07/08 performance report</p> <p>External Audit Report</p> <p>Period 10 07/08 Improvement Plan mk 2 progress report</p>

Apr 08	Period 11 07/08 performance report
	Period 11 07/08 Improvement Plan mk 2 progress report

Other topics/themes not yet timelined are set out below:

- Partnership Performance
 - Spatial Project
 - Equalities
- } These two topics will be picked up via
} the Improvement Plan.

Other possible initiatives:

- Visits to/presentations from excellent authorities – e.g. scrutiny/PMB role
- Visits to/presentations from private sector organisations

List of resolutions and recommendations from 2006/07 meetings

<p>January 2006</p> <p>8/05 Selection of top 45 indicators RECOMMENDED: (a) that the criteria for selecting the "Top 45" be agreed as follows: • indicators identified as important by the Audit Commission for future CPA inspections; • key performance indicators as documented in the Council's Annual Performance Plan 2005/06; • indicators which can be classed as headline grabbing; • indicators that can be linked to the Council's Recovery Plan (but not in the Resources Directorate); and • indicators for 2004/05 which were in the bottom two quartiles; (b) that the "Top 45" indicators selected on the basis of the above criteria, as set out in the Appendix to the report, be approved as an appropriate set to focus on during 2006/07, subject to further review around March 2006 in the light of an updated set of Best Value Performance Indicators due to be received from the Government</p>
<p>9/05 TOP 45 PERFORMANCE MANAGEMENT REPORT – QUARTER THREE 2005/06 RECOMMENDED: (a) that with regard to the BVPIs regarding Household Waste Management, the Cabinet be made aware of the need to set money aside in the budget to fund the promotion of waste minimisation opportunities; (b) that with regard to BVPI 109 (processing of planning applications), the Cabinet note the Board's concern at the reduced Planning Delivery Grant arising from a downturn in performance due to inadequate staffing levels, and to the need for better forward planning to identify and prepare for major planning issues which are demanding on staff resources; (c) that with the regard to BVPI 199d (Enforcement action to deal with 'fly-tipping'), the Cabinet be informed that the Board feels that the current lack of enforcement and the proposal not to implement enforcement action as part of the Street Scene Strategy until 2008 is not acceptable; (d) that with regard to the local indicator on Dolphin Centre usage, the Cabinet note the potential for a budget shortfall during 2005/06 due to the variation between actual number of visitors compared to target.</p>
<p>10/05 AUDIT COMMISSION PROGRESS ASSESSMENT OF THE COUNCIL RECOMMENDED: that the Cabinet note the Board's concern at the time delay between external inspections and their findings being reported, particularly as such reports do not reflect the current situation or improvements made since the inspection and therefore can be very demotivating for staff.</p>
<p>11/05 PERFORMANCE MANAGEMENT WORK PROGRAMME A Member referred to the release of information by the Council which he considered to commercially sensitive in relation to an item which had been considered in private by the full Council meeting on 10th January 2006 RECOMMENDED: that the Cabinet be asked to note the concerns raised regarding the release of information in relation to an item considered in private by the Council and to take steps to ensure that this does not happen again.</p>
<p>17 February 2006</p> <p>15/05 BUSINESS PLANS RECOMMENDED: that the following comments be noted and/or the recommendations be forwarded to the Executive Cabinet for their due consideration:- Business Plan Comment/Recommendation Human Resources (1) That the Executive Cabinet be advised that concern was expressed over the workload and timescale involved in the undertaking and completing the job evaluation exercise by April 2007, as effective performance management cannot happen until this has taken place; (2) that the Executive Cabinet be advised that the Board are of the opinion that, before any vacancy is filled, it should be examined and "signed off" by Senior Management Team to ensure that it is justified; (3) a list of comparable authorities (by population) be drawn up listing their employee numbers for the next ordinary meeting of the Board; (4) clarification was sought for the next meeting on what was meant by Local Indicator 7 (number of off-the-job training days facilitated by Human Resources) of 350 days;</p>

- (5) it was agreed that a report on sickness levels would be submitted every quarter;
- (6) the Board wished to encourage the Executive Cabinet to ensure that the Council have in place a process for reviewing existing arrangements/working practices with Trade Unions;
Culture and Community Services
- (7) that the Head of Culture and Community Services be requested to investigate the “panning” efficiency of the CCTV cameras and report back to a future meeting of the Board;
- (8) that the Executive Cabinet be advised that, in the opinion of the Board, a feasibility study should be undertaken on the setting up of a Charitable Trust for the management and operation of the Council’s leisure facilities before any further monies are spent;
Planning and Environment Services
- (9) that the question of “value for money” from the current arrangements ongoing with the Bromsgrove District Housing Trust be looked at again in two month’s time with a view to adopting a more cohesive approach;
Economic Development and Town Centre Management
- (10) that the Executive Cabinet be advised of this Board’s concern that a high priority area such as Economic Development has, under the recent restructure proposals, suffered a (slight) reduction in manpower and would encourage the continued support of the Council in real terms;
Legal and Democratic Services
- (11) that it be suggested to the Executive Cabinet that once Section 106 Agreements are finalised, the relevant Ward Member(s) be notified in order to keep a “watching brief”;
- (12) on a general note, it was recommended that for future Business Plans, a “standard” template be created.

20 February 2006

17/05 BUSINESS PLANS

Plans for the year 2006-07 were considered and the following comments/recommendations were made:-

E-Government and Customer Services

(1) That the Executive Cabinet be informed that the Board has concerns concerning the capacity of the Customer Service Centre to take on the additional work of the Highways Partnership Unit or any other area of work without a more detailed investigation into the ramifications thereof, otherwise this could lead to under-performance.

(2) That, further to (1) above, the Officers be requested to submit a report to the next meeting on the consequences of any such transfer of work insofar as it affects the future use of the Burcot Room;

(3) that the Executive Cabinet be made aware that the Board are of the opinion that staff training and the acquisition of hardware need to be better co-ordinated;

Street Scene and Waste Management

(4) that the Officers submit a report to a future meeting on the number of phone calls and/or complaints received, together with prosecutions pursued, relating to dog fouling;

(5) that the Executive Cabinet be reminded that the Waste Education and Awareness Programme which has been established will be a very limited

programme unless resources are provided either by the Government or from our own budget;

(6) that the Executive Cabinet be made aware of the Board’s concern over the delay in fully implementing the refuse and recycling modernisation agreement;

(7) that the Executive Cabinet be advised that the current situation regarding partnership working with the County Council insofar as grass verges, paths and hedgerows is concerned, needs to be resolved at the earliest possible opportunity;

Financial Services

(8) that the Executive Cabinet be advised that a fully automated accounting system is seen as essential by the Board.

Corporate Communications, Policy and Performance Team

(9) It was agreed that the Assistant Chief Executive should submit a report to a future meeting on the attendance records of stakeholders in the Local Strategic Partnership and on its possible future structure and direction.

NOTES:

(10) On a general note, it was agreed that the Executive Cabinet should have regard to the wider picture of the Council’s objectives (through the Corporate Plan) and not simply consider its priorities piecemeal, Business Plan by Business Plan.

(11) It was also agreed that the Executive Cabinet be advised that the Board are concerned that there was not too much evidence of effective Project Management from the planning stage through to completion and that a Project Management methodology needs to be adopted by the Council.

19/05 BENEFITS FRAUD INSPECTORATE INSPECTION REPORT**RECOMMENDED:**

- (1) that the 18 recommendations, as set out in Annex A of the Report be noted;
- (2) that it be noted that an action plan is in place to deliver the 18 recommendations;
- (3) that the robust arrangements for monitoring progress against detailed quarterly action plans as set out in Annex C to the Report be noted and approved;
- (4) that it be noted that 50% of the recommendations made had been completed by the 31st December 2005;
- (5) that it be noted that significant improvements had been made to the benefits service and this had been clearly demonstrated in the latest performance figures;
- (6) that details of the number of benefit fraud prosecutions taken out, together with the time taken from depositing the papers with Legal to getting to Court be provided for consideration at a future meeting; and
- (7) that a further progress report be made to the Board in May 2006 and quarterly thereafter in line with the benefits action plan.

March 2006**23/05 RECOVERY PLAN - UPDATE****RESOLVED**

- (i) that "senior elected members" as referred to in paragraph 3.1.1. in the Recovery Plan be referred to by name and/or their office held;
- (ii) that, when available, the report to be completed by IDeA on Peer Mentors be submitted to the Board for information and/or appropriate attention;
- (iii) that, notwithstanding the comments of the Head of Financial Services in this regard, it was evident that there had been a breakdown in staff communication over the new procurement arrangements which had been recently put into place, and, accordingly, the Executive Cabinet be informed that Heads of Service should be made accountable for any continued transgressions. It was further **AGREED** that a report on the circumstances relating to this matter should be submitted to a future meeting of the Board;

24/05 SELECTION OF CORPORATE HEALTH PERFORMANCE INDICATORS**RESOLVED**

- (i) that the criteria set out in the report for selecting the Corporate Health Indicators be approved;
- (ii) that the Corporate Health Indicators selected on the basis of the agreed criteria at (i) above were considered and noted;
- (iii) that the Corporate Health Indicators be submitted to the Board on a quarterly basis following initial consideration by the Corporate Management Team; and
- (iv) that the Corporate Health Indicators be reviewed on an annual basis.

25/05 CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 3**2005/06****RESOLVED**

- (i) that, where possible, an "update sheet" be provided at the meeting for those indicators where Planned Action appears blank in the report, due to information not being available at the time of the preparation of the agenda;
- (ii) that, with regard to BVPI12 – Working days lost due to sickness absence – the Head of Street Scene and Waste Management be requested to submit a report to a future meeting of the Board on the effect on sickness absence following the introduction of the wheeliebin collection service;
- (iii) that the Head of Organisational Development and Human Resources be requested to furnish the members of the Board with details of costs in "added years" of those employees retiring early from the service (excluding ill-health retirements);
- (iv) that the Executive Cabinet be advised that it is the view of this Board that the performance target figure for LPI Corporate – % reply cards sent in agreed time - should be increased from the current figure of 80% to 95%;
- (v) that the Head of Organisational Development and Human Resources be requested to submit a report to the next meeting on progress on PDR's (Performance Development Reviews);
- (vi) that, with regard to LPI Corporate -% of full responses sent within 10 days – the Assistant Chief Executive be requested to assess whether there is a need to increase the current target figure of 75%;

27/05 PROCEDURE RULES OF PERFORMANCE MANAGEMENT BOARD**RESOLVED**

- (i) that the Standards Committee be informed that in the opinion of the Board, the first paragraph of

Section 3 of the Procedure Rules (Relationship between the Board and Officers), should be deleted;
April 2006
31/05 RECOVERY PLAN - UPDATE RESOLVED (i) that the Committee's appreciation and congratulations be extended to the staff on the news that 96% of the Recovery Plan was "on target"; (ii) the Chairman, referring to paragraph 2.3.6 (Research External Funding Opportunities) expressed his concern over the "as and when appropriate" commentary. In this regard he was advised of the practice within other, neighbouring authorities of employing funding co-ordinators, and was assured that this whole issue would be addressed during the next round of budget talks; (iii) referring to paragraph 2.6.2 (Joint Attendance at Conferences/Seminars), it was suggested that there should be a mechanism in place to ensure that Group Leaders were aware of what was available; and (iv) it was further agreed that, whilst it was acknowledged that the Recovery Plan was well on target, it was nevertheless in need of an "overhaul", and, following initial discussions with the new Lead Government Official (John Edwards), this would be referred to the Senior Management Team for due consideration.
32/05 AUDIT COMMISSION - USE OF RESOURCES RESOLVED that it be formally recorded that this Board expressed their concern over the use of the word "ethical" under paragraph 4.3 of KPMG's report (Internal Control - The Council has arrangements in place that are designed to promote and ensure probity in the conduct of its business).
33/05 HUMAN RESOURCES STRATEGY RESOLVED (i) that the People Strategy Document be extended to embrace Personal Development Reviews (possible amendment to Paragraph 3.9?); (ii) that any vacancies should be reviewed by Senior Management Team to ensure that the post was still valid; (iii) that the Document be further extended to embrace Continuous Professional Development (possible amendment to Paragraph 4.2); (iv) that progress reports on the People Management Action Plan for 2006-2008 be submitted to the Board every six months
34/05 UPDATE ON PERFORMANCE DEVELOPMENT REVIEWS RESOLVED (i) that the Senior Management Team be requested to consider the merit of holding two "full" reviews per year rather than an annual PDR with a six month review
36/05 TRANSFER OF HIGHWAYS PARTNERSHIP ENQUIRIES TO CUSTOMER SERVICE CENTRE RESOLVED (i) that the successful migration of HPU services in other areas be noted; and (ii) that the transfer of the HPU and its subsequent impact on the future use of the Burcot Room be referred to the Scrutiny Steering Board as a possible Task and Finish exercise.
37/05 SPOTLIGHT MEETINGS RESOLVED that further talks be held with the local Police in this regard and that a Report on the outcome be submitted to the June meeting of the Group.
39/05 REVENUES & BENEFITS FRAUD AND INVESTIGATION TEAM BUSINESS PLAN RESOLVED that the Report be re-submitted to the Board at its June meeting, with the necessary information included.
May 2006
7/06 CORPORATE HEALTH INDICATORS - QUARTER 4, 2005-2006 RESOLVED: (i) That it be recommended that the Executive Cabinet be requested to indicate to the Board which (if any) issues they would like us to prioritise on; (ii) that the Executive Cabinet be advised of the Board's concern over the worsening situation this quarter on BVPI 8 (Percentages of Invoices paid on time) in view of the fact that there was legislation in place which may involve the Council in paying settlement figures of 3% over base Bank rate; (iii) that the costs of added years awarded as part of the recent staff restructuring exercise be notified

<p>to members of the Board;</p> <p>(iv) that, following the recent expansion of the Legal Section of the Council, Members be provided with a list of the names of the new members of staff, together with a brief resume of their duties and responsibilities;</p> <p>(v) that the officers be requested to carry out a review of the current arrangements set down for staff exit interviews</p>
<p>8/06 TOP 45 INDICATORS - QUARTER 4, 2005-2006</p> <p>RESOLVED:</p> <p>(i) that it be recommended that the Executive Cabinet be requested to indicate to the Board which (if any) issues they would like us to prioritise on;</p> <p>(ii) that the Executive Cabinet be requested to include BVPI 199 (Local Street and Environmental Cleanliness) amongst their priorities during consideration of next year's budget</p>
<p>June 2006</p>
<p>14/06 PROJECT MANAGEMENT FRAMEWORK</p> <p>RESOLVED:</p> <p>(1) that Internal Audit be requested to include a short piece of work in next year's Audit Plan exploring Compliance within the framework.</p>
<p>15/06 LEGAL SERVICES DEPARTMENT</p> <p>RESOLVED that consideration of the Report be deferred until the next meeting of the Board, and that the Head of Legal Services be invited to attend such meeting to answer any questions from Members with an updated report that details targets and outcomes to be achieved through the appointments.</p>
<p>16/06 REVIEW OF BUSINESS/SERVICE PLANNING PROCESS</p> <p>RESOLVED that the Board endorse the proposed changes to the 2006/2007 business planning process and ask the Assistant Chief Executive and Heads of Service to develop the 2007/2008 process along the lines outlined in the report.</p>
<p>18/06 FUTURE SPOTLIGHT MEETINGS</p> <p>RESOLVED that the following recommendations be commended to the Executive Cabinet:-</p> <p>(1) that future scheduled Spotlight meetings be suspended;</p> <p>(2) that the Council lends its support for a sustainable PACT process;</p> <p>(3) that one stakeholder meeting per annum, under the umbrella of the Local Strategic Partnership, should be established; and</p> <p>(4) that, in an effort to support a sustainable Parish planning process, when Parish issues are considered, a Parish Council representative should be invited to sit on the Panel.</p>
<p>July 2006</p>
<p>26/06 COUNCIL RESULTS 2005/2006</p> <p>RESOLVED</p> <p>(i) that, notwithstanding the assurance given that the Council's new Head of Organisational Development and Human Resources was putting in measures to address the increase in the average number of working days lost due to sickness (Indicator BV12 refers), this matter be the subject of a report be submitted to the next meeting of the Board</p>
<p>August 2006</p>
<p>32/06 TOP 45 INDICATORS – QUARTER 1, 2006/07</p> <p>RESOLVED:</p> <p>(a) that the relevant Heads of Service be requested to submit further information to members on the following issues:</p> <p>(i) BVPI 64 – Vacant dwellings returned to occupation or demolished .In particular budgetary implications of returning dwellings which are not owned by the Local Authority into occupation;</p> <p>(ii) BVPI 166a – Environmental Health standards checklist. An explanation was requested as to why the target had been reduced and details of the target for 2006/07;</p> <p>(iii) BVPI 202 – Number of rough sleepers. In particular details of how the count of people sleeping rough is undertaken;</p> <p>(iv) BVPI 203 – Change in the number of families in temporary accommodation. It was requested that when clarification was received from the DCLG on the mechanism used to report this indicator, this be reported to members together with any further initiatives to reduce the housing waiting list;</p> <p>(v) LPI Sports Services – Dolphin Centre Usage. It was requested that in future reports the usage</p>

figures for the Dolphin Centre be broken down into individual activities;
(vi) LPI Transport Services – Percentage of responses to Excess Charge appeals within 3 days. It was requested that information be submitted on the latest position.
(b) that in relation to BVPI 218 regarding the removal of Abandoned Vehicles, the target for removal within 24 hours from the point at which the Authority is legally entitled to remove the vehicle be restored to 100% in view of the need to strive for improvement;

33/06 CORPORATE HEALTH PERFORMANCE INDICATORS – QUARTER 1 2006/07

RESOLVED:

- (a) that Corporate LPI 12 relating to the percentage of reply cards sent in agreed time be deleted to facilitate staff resources being concentrated on Corporate LPI 13 relating to the percentage of full replies sent within 10 days;
- (b) that it be noted that in relation to LPI 18 the “Actual” figure should read 7.6% rather than 30%;

34/06 BUSINESS PLANS 2006/07 – QUARTER 1 REVIEW

RESOLVED:

- (a) that the reviews of the service business plans as set out in the appendix to the report be noted; and
- (b) that members be given further information relating to the cost of provision of a free collection of bulky refuse, particularly in view of the cost of dealing with fly tipping.

37/06 OUTTURN OF THE REVENUE AND CAPITAL BUDGET 2005/06

RESOLVED:

- (a) that the net revenue outturn position of £9.747 million against the budget of £9.561 million be noted;
- (b) that the use of reserves and balances be noted and Cabinet be requested to approve this use;
- (c) that the capital underspend of £2.065 million against the estimated outturn Capital Programme for the year 2005/06 be noted;
- (d) that the progress made on capital schemes in the year 2005/06 be noted and Cabinet be requested to approve the carry forward of a total of £1.655 million;
- (e) that the total expenditure of £1.571 million made available under the capitalisation direction be noted;
- (f) that as there were a number of issues relating to areas of overspend within Street Scene and Waste Management, particularly regarding vehicles, the Head of Street Scene and Waste Management be requested to provide additional information and to be in attendance at the next meeting of the Board.

38/06 INTEGRATED FINANCIAL AND PERFORMANCE REPORT- QUARTER 1, 2006/07

RESOLVED:

- (a) that the report and appendices be noted;
- (b) that the current underspend to budget of £10,000 be noted;
- (c) that the predicted overspend be noted and that Heads of Service be requested to review the services provided to reduce the overspends where appropriate;
- (d) that the use of balances be noted;
- (e) that the capital underspend of £549,000 against the probable Revised Capital Programme at June 2006 be noted;
- (f) that the progress made on capital schemes to date be noted;
- (g) that in view of the predicted underspend in relation to Mandatory Disabled Facilities Grants and Discretionary Home Repair Assistance, additional information be provided, including the possibility of Performance Indicators being incorporated in respect of the Care and Repair agency.

September

42.06 BROMSGROVE DISTRICT HOUSING TRUST - ANNUAL MONITORING REPORT

RECOMMENDED:

- (a) that, in order to help facilitate the provision of more affordable housing throughout the District, the Executive Cabinet, through the Planning Department, be called upon to work more closely with the various Housing Associations when discussing possible housing sites which are classified as Areas of Development Restraint

43/06 IMPROVEMENT PLAN

RECOMMENDED:

- (a) that the Executive Cabinet be requested to provide the Board with a resumé of what happened on this occasion and why, together with any lessons which may have been learned which might avoid this

situation happening again in the future
44/06 CLOSED CIRCUIT TELEVISION COVERAGE IN THE DISTRICT - EFFICIENCY RECOMMENDED that, in an attempt to clarify matters, the Executive Cabinet request the Head of Culture and Community Services to explore the possible introduction of a protocol for officers to report incidents directly to the CCTV Operations Room.
October
48/06 IMPROVEMENT PLAN RECOMMENDED: (a) that, with regard to the issue relating to the new letterheads, the Executive Cabinet be requested to issue a directive that no supplies of the new letterheads (when available) should be introduced until all of the old stationery stock has been exhausted; (b) that the dates of future PACT meetings be circulated to all Members of the Council for information; (c) that details of "The Bromsgrove Way" be circulated electronically to all Members of the Council for information
November
53/06 IMPROVEMENT PLAN RESOLVED (a) that, on future versions of the Exception Report, an additional column be added, i.e. "Original Date" to complement the existing column shown (Revised Date) ; (b) that, insofar as item 8.1.2 was concerned (Re-development of Bromsgrove Town Centre – Procurement rules: Issues and Options analysis), the Assistant Chief Executive be requested to circulate details of the latest position to members of the Board at the earliest opportunity; and (c) that, insofar as item 10.2.1 was concerned (Work with Registered Social Landlords to identify sites and development), the Corporate Director (Services) be requested to liaise with the Head of Strategic Housing to ascertain how many such sites were under way, and circulate the information to members of the Board in due course.
54/06 PERFORMANCE INDICATORS – QUARTER 2, 2006 RESOLVED: that details of the number of abandoned cars repossessed within 24 hours of the legal entitlement to do so (BV218b refers) be submitted to the next meeting for members' information.
55/06 INTEGRATED PERFORMANCE AND FINANCIAL MONITORING REPORT - QUARTER 2, 2006/7 RESOLVED: (a) that the current underspend to budget of £310k be noted; (b) that the predicted overspend of £77k be noted, and that Heads of Service be requested to review the services provided to reduce the overspends where appropriate; (c) that the use of balances be noted; (d) that the capital underspend of £535k against the revised Capital Programme as at September 2006 be noted; (e) that the progress made on capital schemes to date be noted
December
60/06 IMPROVEMENT PLAN RECOMMENDED (a) that, on future reports, the actual amount(s) of the total overpayment(s) made be included, and that, where necessary, any element of "sensitivity" should be built in to the commentary; (b) that, on a general note, the Executive Cabinet be advised that it is the view of this Board that, whenever Shared Services are the subject of discussion with any of our colleagues within the County in the future, a suitable risk assessment should be included in any review
61/06 BROMSGROVE COMMUNITY PLAN – DRAFT ANNUAL REPORT 2005-06 RECOMMENDED: (a) that the figure of 75 units of affordable housing per annum for the next five years under the Council's Housing Strategy (page 6) be amended to read 80;
January 2007
64/06 PERFORMANCE INDICATORS - NOVEMBER UPDATE 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.

February

68/06 INTEGRATED FINANCIAL/PERFORMANCE MANAGEMENT REPORT - QUARTER 3 2006-07

RECOMMENDED

- (1) that Cabinet consider including a target for the Customer Service Centre about the proportion of calls answered within a certain number of seconds;
- (2) that the appropriate Portfolio Holder look into the question as to whether the Bromsgrove Museum was exempt from the Disability Discrimination Act;
- (3) that the Cabinet consider developing a Corporate Social Responsibility Policy that covers procurement and all other activities of the Council;
- (4) that Cabinet be requested to carry out a thorough investigation into the total costs associated with Faun refuse vehicles;
- (5) that it be noted that 52% of indicators were improving or were stable as at 31 December 2006 (68% if remove those indicators which cannot be reported on), which was a small increase on last month's figures, and was the same as at Quarter 2;
- (6) that Cabinet note that 47% of indicators were achieving their targets at December 2006 (61% if remove those indicators which cannot be reported on), which was an improvement of 2 percentage points over November and a considerable improvement over the figure of 39% at Quarter 2;
- (7) that Cabinet note that 70% of indicators were projected to out-turn on or above target at the year-end (75% if remove those indicators which cannot be reported on), compared to 59% in November – this particular analysis was only introduced in October 2006, so comparison to Quarter 2 was not possible);
- (8) that Cabinet note that the projected out-turn position in relation to other Authorities (by comparing projected out-turn to the quartile positions) was a considerable improvement over last year;
- (9) that the potential areas for concern set out in 4.7 of the report be noted, together with the corrective action being taken;
- (10) that the current revenue financial underspend to budget of £331k be noted;
- (11) that the predicted revenue financial overspend of £65k be noted, and that, accordingly, Heads of Service be requested to reduce the overspends where appropriate;
- (12) that the use of General Fund Revenue Balances and earmarked reserves be noted; and
- (13) that the Capital underspend of £1.098m against the Profiled Capital Budget to December 2006 be noted, together with the progress made on Capital Schemes.

69/06 COMPREHENSIVE PERFORMANCE ASSESSMENT - SELF ASSESSMENT JANUARY 2007

RESOLVED: that the Chairman and Vice-Chairman of the Board, working with the Assistant Chief Executive, consider the areas for improvement identified in the self-assessment for the proposed 2007-08 PMB Work Programme to be submitted to the Next meeting of the Board.

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