



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 17TH JULY, 2007 AT 6.00 PM

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors J. T. Duddy (Chairman), C. B. Taylor (Vice-Chairman),
A. N. Blagg, Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle and
Mrs. C. M. McDonald

AGENDA

1. Apologies
2. Minutes (Pages 1 - 2)
3. Strategic Housing Inspection Action Plan (Pages 3 - 44)
4. Improvement Plan Exception Report - May 2007 (Pages 45 - 50)
5. Comprehensive Performance Assessment and Improvement Plan 2007-08
(Pages 51 - 146)
6. Performance Reporting - May 2007 (Pages 147 - 160)
7. Sustainable Community Strategy (Pages 161 - 286)

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

9th July 2007

Agenda Item 2

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 19TH JUNE, 2007

PRESENT: Councillor C. B. Taylor (Vice-Chairman), Councillor Mrs. M. Bunker, Councillor S. R. Colella, Councillor Mrs. A. E. Doyle, Councillor Mrs. C. M. McDonald and Councillor R. D. Smith

Observers: Councillor G.N. Denaro

Officers: Mr. H. Bennett, Mrs. J. Pickering, Ms J. Pitman, Ms. D. Poole
Ms. A.M. Darroch and Mr. A. Jessop.

9/07 APOLOGIES

Apologies for absence were received from the Chairman (Councillor J.T. Duddy), Mrs. J. Dyer M.B.E. (Observer) and Mr. K. Dicks (Chief Executive).

10/07 MINUTES

The Minutes of the Meeting of the Board held on the 22nd May 2007, were submitted. Referring to Minute No. 5/07 (Training), the Assistant Chief Executive reported that training sessions for members of the Board would take place on the 16th and 23rd July 2007, at 7.00 p.m., with a further date to be arranged in August, if necessary - this was noted. Members were also advised (i) that the Annual Audit letter, which was referred to at the last meeting, had not been brought to this meeting as it had already been circulated to Members with a previous Cabinet agenda, and (ii) that the Improvement Plan had now effectively been "delivered" and that a new Plan was to be presented to the Cabinet meeting in July. Whereupon it was

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

11/07 PERFORMANCE REPORT - APRIL 2007 (PERIOD 1, 2007-08)

A report on the Council's performance as at 30th April 2007 (Period 1) was submitted. A general discussion took place on the Report, with questions raised on the Street Scene and Waste Management Service, the Customer Service Centre, the processing of Benefit Claims and the late payment of Invoices. Whereupon it was

RESOLVED: that the Board notes –

- (1) that 63% of indicators are improving or stable as at 30th April 2007;
- (2) that 66% of indicators are achieving their targets at 30th April 2007;
- (3) and celebrates the successes as outlined in Section 4.3 of the report;
- (4) the potential areas for concern and corrective action taken, as set out in Section 4.4, together with the actions being taken to improve performance generally, as set out in Section 4.5; and

(5) that the report submitted to the Corporate Management Team meeting held earlier today by the Customer Services Manager, which incorporated a number of statistics relating to the Centre, be forwarded to the members of the Board for information.

RECOMMENDED: that Cabinet be requested, along with the appropriate Portfolio Holder, to work on the introduction of an Action Plan to address the problem issues surrounding the Customer Service Centre, i.e., capacity, service failure and customer expectation.

12/07 **GRAPHIC DESIGNER/ BRANDING AND STYLE GUIDELINES**

In accordance with the wishes of the Board as expressed in Minute No. 4/07(d) of the last meeting, a report on the possible funding of a Graphic Designer post at the Council, together with a copy of the Council's Branding and Style Guidelines, were submitted. In this regard, Ms. Anne Marie Darroch, the Council's Communications and Customer First Manager was introduced to Members to assist with any discussion or debate.

RESOLVED: that the Report be noted.

13/07 **SELF-ASSESSMENT OF CURRENT POSITION AGAINST DATA QUALITY KEY LINES OF ENQUIRY**

Further to Minute No. 3/07(a) of the last meeting (Data Quality Strategy), a report setting out a self assessment of the current position against the Data Quality Key Lines of Enquiry was submitted.

RESOLVED: that the Report be noted.

14/07 **IMPROVEMENT PLAN EXCEPTION REPORT UPDATE - APRIL 2007**

Consideration was given to the report on the Improvement Plan for April 2007, together with the corrective action being taken, as set out in the appendix to the report.

RESOLVED:

(1) that the revisions to the Improvement Plan Exception Report, together with the corrective action being taken, be noted; and
(2) that it be noted that, from the 61 actions highlighted for April, 64% of the Plan was on target (green), 1.6% was one month behind (amber), and 4.9% was over one month behind (red) – with 29.5% of actions having been re-scheduled or suspended, with approval.

The meeting closed at 8.15 p.m.

Chairman

Agenda Item 3

AGENDA ITEM NO

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17th JULY 2007

AUDIT COMMISSION - INSPECTION OF STRATEGIC HOUSING SERVICES – ACTION PLAN

Responsible Portfolio Holder	Cllr Peter Whittaker
Responsible Head of Service	David Hammond

1. SUMMARY

- 1.1 The Council's Strategic Housing Services were inspected by the Audit Commission in the week commencing the 27th March 2006. The Housing Inspection assessment by the Audit Commission scored Bromsgrove District Council as providing a poor service that has uncertain prospects of improvement.
- 1.2 A report was made to PMB last August upon the action plan that had been developed and approved by the Executive Cabinet to address the recommendations made by the Audit Commission. This second report re – presents an update on the action plan (as at June 15th 2007) which outlines the progress that has been made with 86% of the actions having been completed.

2. RECOMMENDATION

- 2.1 **That Members receive the Housing Inspection Action Plan; updated as at 15th June 2007.**

3. BACKGROUND

- 3.1 The Audit Commission report detailed the reasons that informed the score of 'poor with uncertain prospects for improvement'. The inspection focussed upon the following principal areas:
- Access and customer care
 - Diversity
 - Value for money,
 - Housing strategy and enabling
 - Homelessness and housing needs
 - Private sector housing

These are the services remaining after the Council transferred its housing stock through Large Scale Voluntary Transfer (LSVT) to the Bromsgrove District Housing Trust in March 2004.

The Audit Commission assessed Bromsgrove District Council as providing a 'poor', zero-star service that has uncertain prospects for improvement.

3.2 **RECOMMENDATIONS SET OUT IN THE REPORT**

The report offered practical pointers for improvement and identified the expected benefits for both local people and the organisation.

There were 6 key recommendations set out in the report which are as follows:

R1 Develop a specific, measurable, achievable, resources and time bound (SMART) action plan to address all weaknesses identified in this report and ensure that progress is regularly monitored and reported corporately.

R2 Strengthen the focus on providing effective access and customer care by:

- Introducing, publishing and monitoring service standards in conjunction with customers;
- Establishing systems to gather regular feedback from customers and use this information to inform service development;
- Ensuring that effective monitoring arrangements are in place covering externalised services.

R3 Strengthen the corporate approach to diversity by:

- Developing training for front line staff in dealing with people for whom English is not a first language;
- Ensuring that all Councillors receive diversity training;
- Complete diversity and equality impact assessments in the establishment of all plans and strategies;
- Ensure that translation strap lines are included in all leaflets to indicate
- their availability in other languages and formats; and
- Display prominent posters indicating the provision of interpreting and translation services at all access points.

R4 Improve the approach towards value for money by:

- Setting out a clear corporate strategy on providing value for money;
- Ensuring that service heads have access to good quality information about the costs of service, across all areas;
- Comparing costs with other service providers and ensuring that this information is routinely reported and shared with external partners.

R5 Strengthen the approach to providing effective performance management by ensuring that:

- Individual personal development plans are completed within a set timescale linked to the development of corporate and service plans;
- A consistent reporting framework of both local and national performance indicators is established;
- Training needs against the service objectives are established on a regular basis and training is delivered.

R6 Improving leadership and support for Strategic Housing and addressing the needs of vulnerable people by:

- Ensuring that members play a more prominent and pro-active role in
- influencing regional housing issues;
- Ensure that members are fully involved in developing a strategy for the future of hostel and temporary accommodation in the district;
- Reconsidering the effect of the planning moratorium of the delivery of
- affordable housing;
- Working in a more focussed way with officers in seeking to redress the imbalance in the housing market.

3.3 DEVELOPMENT OF AN IMPROVEMENT ACTION PLAN

A Strategic Housing Action Plan was developed last summer to address both the six key recommendations set out above and also the observations made in the main body of the report identifying where the service could be further strengthened. The action plan sets out the actions that needed to be addressed both corporately and those that were more specific to the Strategic Housing Section itself. The proposed outcomes and targets set out in the Audit Commission Recommendations have been transferred into the Action Plan for clarity.

A number of the weaknesses identified by the Audit Commission were already identified in the actions set out in the Council's Housing Strategy Document that gained 'Fit For Purpose' earlier in 2006. The Inspection Action Plan was therefore further supplemented with additional actions from the Housing Strategy to ensure that a holistic approach is taken to service improvement.

Actions that have already been achieved are 'shaded in' grey and given a Green Traffic Light.

The Housing Inspection Action Plan gained Executive Cabinet approval on the 2nd August 2006.

3.4 Progress reports have been presented to the Corporate Management Team and to the CLG Local Government Monitoring Board.

- 3.5 The Strategic Housing Team, whilst disappointed at the inspection rating given against progress that had been achieved over the two year period following LSVT, have enthusiastically embraced the action plan as a framework for taking the service forward into improvement.

A Strategy Action Planning day was held on the 21st June 2007 involving the Strategic Housing Team, the Head of Planning and Environment, The Corporate Director (Services) and Councillor Peter Whittaker – Portfolio Holder For Strategic Housing. Progress and items outstanding from the Inspection Action Plan were reviewed and carried over into a new action plan that is being developed to further improve the Strategic Housing Service and housing options available to customers.

4. Financial Implications

There are no additional financial implications, revenue and capital resources are already identified in the pursuit of the Council's Strategic Housing service. There may be financial implications surrounding the remodelling of temporary accommodation and the provision of support to vulnerable and at risk individuals and groups; however this will not be drawn from existing Council resources.

5. Legal Implications

- 5.1 There are legal requirements within equalities and diversity and the duties of the Council under the homelessness legislation.

6. Corporate Objectives

- 6.1 The provision of affordable housing; commitment to customer care and the pursuit of equalities and diversity are all within the Council's Corporate Objectives.

7. Risk Management

- 7.1 Failure to pursue the actions within the Plan will adversely affect the outcome of any future inspection. Various aspects of the plan contain their own particular risks which include those from not pursuing equalities and diversity and inability to introduce effective customer care.

8. Policy Considerations

- 8.1 Contains issues surrounding diversity; customer care; affordable housing and work with partner organisations

9. Equalities Implications

- 9.1 Central to the development of the Council's Diversity and Equalities Policy.

Background Papers

The Audit Commission Inspection Report of Bromsgrove District Council's Strategic Housing Service.

Contact officer

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STRATEGIC HOUSING INSPECTION - ACTION PLAN Updated on 15th June2007 for July 2007 PMB & GMB

KEY RECOMMENDATION R1
 Develop a specific, measurable, achievable, resources and time bound (SMART) action plan to address all weaknesses identified in the inspection report and ensure that progress is regularly monitored and reported corporately.


Proposed Outcome –

- Ongoing improvement and progress against all weaknesses identified.

Outcomes being improved for local residents

- As detailed under each of the following key recommendations.

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments¹
R1.1 Develop and approve an action plan to address all weaknesses, corporate and service specific.	05 Aug 06	Agreed by Cabinet.	P. Street	BDHT	CMT	Action Plan completed  Green
R1.2 AC & PS to examine all weaknesses and key recommendations.	Aug 06	Agree action plan by Cabinet Aug 06	P. Street			Action completed  Green
R1.3 Develop a quarterly performance report on the action plan to Performance Management Board.	17 Nov 06	Reported to PMB.	P. Street	BDHT	Housing Team	Action completed  Green
R1.4 From the corporate weaknesses identified, cascade down to each Head of Service and manager a standardised approach to ensure that the weaknesses are addressed within each service area business plan.	30 Jun 06	New draft improvement plan agreed	H. Bennett	WMBC	CMT	2.8.06 Cabinet approval of Corp Improvement Plan incorporating Strat Hsg actions.

						 Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R1.5 Deliver on the strategic Housing actions set out below.	May 07	Meeting with inspectors on June 2nd	P. Street	BDC BDHT CAB WEEAC NWC&RA		Ongoing  86% of actions completed as at 15.06.07 = Green

KEY RECOMMENDATION R2

Strengthen the focus on providing effective access and customer care by:

- Introducing, publishing and monitoring service standards in conjunction with customers.
- Establishing systems to gather regular feedback from customers and use this information to inform service development.
- Ensuring that effective monitoring arrangements are in place covering externalised services.

Proposed Outcome -






- Delivery of services in accordance with customer needs
- Increased engagement by customers and increased customer satisfaction
- Greater transparency in the provision of services







Outcomes being improved for local residents




- Improving customer care
- Better access and information on HUB




Target completion – December 2006




CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R2.1 Introduce Customer First Strategy and raise staff awareness	On-going	As per Customer First Strategic Action Plan	H. Bennett	N/a	Customer First Officer	 Green Strategy Introduced.
R2.2 Complete staff training on Customer care	30 Nov. 06	All staff trained.	H. Parkinson	Sandstone	Training budget.	 Green Training recommended in 2007. Monthly programme for all new starters plus any existing employees who missed training last year.
R2.3 Head of Service / Manager training on imbedding principles of Customer First in each departments BP and service.	30 Sep. 06	Training completed.	H. Bennett	Simon Haslem	Capacity Fund	Complete



						 Green
R2.4 Issue clear guidelines to departmental managers upon how to develop individual departmental service standards AND consult with their client groups relevant to the services in developing these standards.	31 Aug. 06	Guidance and templates for business plans issued.	H. Bennett	N/a	Corporate Communications, Policy and Performance Team.	Covered in training.  Green
R2.5 Develop training for new staff and reminder training for existing staff.	30 Sep. 07	Wave 2 training completed.	H. Parkinson	TBD	£25,000 training budget bid.	Training recommended in 2007. Monthly programme for all new starters plus any existing employees who missed training last year.  Green
R2.6 Establish system of gathering customer / officer / partner organisation views for each client group that is inclusive and monitor the diversity of customers responding.	31 Jul. 06	Customer Panel contract established.	H. Bennett	TBD by tender.	£25,000 budget.	Contract let  Green
R.2.7 Publicity and launch of Customer First <ul style="list-style-type: none"> • Pamphlet • Poster • Complaints procedure 	31 Aug 06 30 Sep. 06	Vision agreed at June Cabinet. System in place.	H. Bennett R. Horton	N/a By tender.	N/a £3,000	Publicity and launch of Customer First Strategy Completed  Amber
R2.8 Monitor implementation of Customer First, assess customer stakeholder / partner views and feedback into implementation process.	31 Dec. 06	First survey completed.	H. Bennett	TBC via tender.	£25,000 budget.	Customer Panel not suitable SNAP training undertaken by Strat Housing staff in January. Commencement of surveys imminent.

						 Amber
R2.9 Analyse responses to ensure monitoring is representative	The contract will ensure the Customer Panel is representative.					See above.  Green
R2.10 Appoint a HUB employee to have responsibility for monitoring all leaflets that are to be on display, monitor stock and re-order as appropriate.	1.4.07	Service Champion Appointed	Val Jarvis		N/A	 Green
R2.11 Review image/marketing of Council.	31 Dec.06	Brand agreed and action plan to deliver in place.	H. Bennett	I&DeA	To be identified as part of review. Budget bid unsuccessful. Framework contract for existing spend to be established by 30 September 2007.	Communications Manager employed – work ongoing.  Green
R2.12 Review signposting at HUB and other facilities and ensure adequate training and maps are provided to staff in respect of directing the public to other services.	Completed					Completed  Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R2.13 Investigate and fully understand Corporate Strategy (Customer First) and Action Plan	July 06	Corporate dissemination of strategy. Strategic Hsg Team Review meeting.	AC JB JR AG	NONE	N/A	Completed  Green.
R2.14 Completion of Customer Service Training by all Strategic Housing and Planning Officers	Dec 06	All officers trained.	H P	N/A	Budgeted	All Strategic Hsg officers now trained. Corporately 75% of staff fully trained.

						 Amber
R2.15 Develop a suite of Strategic Housing Customer Questionnaires / feedback forms specific to our services to assess customer views and priorities for improvement after accessing the following services: DFGs Discretionary Grants Mandatory Licensing Empty Homes Landlords forum Caravan site occupants Energy Efficiency Following Homelessness Decision At end of occupation of temp accom Housing Advice / prevention. Housing in new developments.	Sept 06	Forms in draft form by end of August.	AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Timetable/schedule of remaining service surveys drawn up and SNAP IT software installed and questionnaires completed.  Green
R2.16 Survey customers of: <ul style="list-style-type: none"> • Homelessness service • Grants service • Enforcement • Housing Advice • New housing developments • Empty homes/ initiatives 	Sept 06	Agreed customer questionnaires by end August.	AG	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Homelessness, Landlords Forum, New Development, Caravan site and Empty Homes and new housing development questionnaires completed and surveys carried out. Timetable/schedule of remaining service surveys drawn up and SNAP IT software installed.  Amber
R2.17 Develop draft Strategic Housing customer service standards.	November 06	Standards agreed as part of service business plan.	AC		Existing staff	Achieved – Overarching Strategic Housing Service Standards have

						<p>been developed (in accordance with Corporate Standards) and a suite of further specific standards for each element of the Housing Service.</p>  <p>Green</p>
<p>R2.18 Gather and analyse customer service standards of external organisations providing services on our behalf:</p> <p>BDHT CAB NWC&RA WEEAC Baseline / BYHF</p>	September 06		AG	<p>OT's BDHT CAB NWC&RA WEEAC Basement</p>	Existing staff	<p>Completed. All partner organisations service standards have been analysed. The only shortfall identified was BDHT on monitoring of written & telephone response. BDHT have agreed to consider our request for inclusion when they next review in 6 mnths.</p>  <p>Green</p>
<p>R2.19 Meet with each external service provider and compare their service standards with the draft Strategic Housing standards to identify and remedy any shortfall and develop an agreed approach.</p>	December 06	Completion of customer consultation	<p>AC JR JB AG</p>	<p>OT's BDHT CAB NWC&RA WEEAC Basement</p>	Existing staff	<p>Completed. Discussion has taken place with BDHT who have agreed to consider when reviewing their standards 6 months time.</p>  <p>Green</p>
<p>R2.20 Produce a pamphlet setting out:</p> <ul style="list-style-type: none"> o Strategic Housing Services o Who does what o Customer service standards for each 	December 06	Draft document by October 2006	AG	<p>OT's BDHT CAB NWC&RA</p>	Feedback cost of free postage	<p>Completed. Pamphlet produced providing an A to Z of Strategic Housing</p>

<ul style="list-style-type: none"> o element of the service o Complaints & appeals procedure o Comments & feedback 				WEEAC Basement		Services, contact points/officers, service standards and complaints/complements procedures.  Green
R2.21 Disseminate pamphlets to all external service providers, HUB, Baseline, Libraries, Drs Surgeries and hospital.	December 06	Production of full range of pamphlets	Strategic Housing Team		Existing staff	Completed. New A – Z of services also now distributed.  Green
R2.22 Review website to ensure service standards are published and up to date and include customer enquiry and feedback opportunities.	November 06	Agreement of service standards	JD		Existing staff	Amendments made following the launch of the new website. Housing Initiatives Officer now trained to enable further improvements to be made. New Strategic Housing e.mail address included and all info checked and updated on new Website.  Green
R2.23 Further develop key indicators with BDHT, CAB and WEEAC & NWC&RA on accessibility of service.	November 06 Revised Target of Sept 07 for Countywide and PCT Adoption.	Consultation with partner organisations	Strategic Housing Team	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Range of management PI's developed and awareness is being enhanced with Strategic Housing Services pamphlet. Gap analysis Re routes of access completed.

						 Green
R2.24 Develop clear and specific information for applicants on the DFG prioritization scheme in place.	November 06	Production of draft leaflet for consultation by October.	J.R		Existing staff	<p>Completed as far as possible within BDC's power. North Worcestershire Code of Practice for Adaptations written and approved at Cabinet on 1st November. Pamphlet cannot be issued until Wyre Forest, PCT and Soc Services have approved the Code of Practice that introduces the new priority system. Still awaited.</p>  Green

KEY RECOMMENDATION R3

Strengthen the corporate approach to diversity by:

- Developing training for front line staff in dealing with people for whom English is not a first language;
- Ensuring that all Councillors receive diversity training;
- Complete diversity and equality impact assessments in the establishment of all plans and strategies;
- Ensure that translation strap lines are included in all leaflets to indicate their availability in other languages and formats; and
- Display prominent posters indicating the provision of interpreting and translation services at all access points.

Proposed Outcome -




- Demonstration of community leadership and to be able to demonstrate that services are being delivered equitably and sensitively;
- Compliance with legislation and positive practice; and
- Increased customer satisfaction from all members of the community.



Outcomes being improved for local residents




- Improving access to service for BME clients and availability of a thorough translation service.
- Clearer and more informative information on housing services now available.
- More extensive floating support service for those experiencing DV.






Target Completion - December 2006




CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R3.1 Equalities and Diversity to form an explicit part of the values, key priorities, objectives and vision in the new Council Plan.	Consultation of Draft Inclusive Equalities Scheme completed on 18 th November 2006 – revised version launched on 4 th December 2006. Easy read version of Disability Equality Scheme launched in July 2007.	Legal Officers to be included in the business planning process to ensure that Equality and Diversity is being fed into Service Plans Equality and Diversity business planning template designed based on Level 2 of the LGES and implemented for 2007 – 2008.	Claire Felton	Ethnic Access Link Equality and Diversity Forum Bromsgrove Disabled Access Group Scope Theatre In WREG Worc. Race Equality Council WEG County Council	Equalities Officer Capacity Building Fund Equalities Budget	Inclusive Equalities Scheme launched on 4 th December. Equalities Scheme addresses need to include Equality and Diversity in business planning and processes. Equality and Diversity Forum to form six working groups to look at each element of Diversity. Gender Equality Working Group formed in February 2007


				through TEDS project. (Tailoring Equality and Diversity Services for Worcestershire)		working on a re-write of the Gender Equality Scheme. Disabled users Group established July 2007.  Green
R3.2 Provide and complete training for all front line staff on how to deal with people for whom English is not a first language.	Completed and reminder training being carried out on request and identified need.	Service re-contracted for 2007.	Fiona Scott	Ethnic Access Link Equality and Diversity forum. County Council through annual community consultation events and TEDS.	Equalities Assistant Equalities Budget	Ethnic Access Link started in Jan 06 and has been renewed in Jan 07. All front line staff received training. Posters, instructions and prompt cards issued to front line staff.  Green
R3.3 Develop training for new staff and reminder training for existing staff.	Programme of Disability Equality Training being delivered by SCOPE for all front line staff from February to December 2007. New one day programme for managers, supervisors and Equality Champions now part of main training programme. New half day introduction for new staff now part of main stream programme.	Reviewing and evaluating the service. Analysis of feedback shows change in perceptions and more support for equality and diversity.	Fiona Scott	Ethnic Access Link Scope New Training Consultant appointed - Sunita Grigg.	Equalities Officer Capacity Building Fund Equality Budget	Programme for training of managers in Corp Training programme Apr - Dec Induction being revised. Two half day training modules being provided to all front line staff and new staff.  Green

<p>R3.4 Write a procedure for all front line staff to follow in dealing with language, cultural, disability, behavioural and other diversity issues.</p>	<p>Guidance written and distributed for clients with language needs.</p> <p>Disability guidance to be made available by January in line with new disability standards DED training</p> <p>Cultural and behavioural awareness training provided by Theatre in – further training completed</p>	<p>Ethnic Access Link service in place since mid June 2006 and renewed until March 2008.</p>	<p>Fiona Scott</p>	<p>Ethnic Access Link</p> <p>Scope</p> <p>New Training Consultant appointed - Sunita Grigg</p>	<p>Equalities Assistant</p> <p>Capacity Building Fund</p> <p>Equalities Budget</p>	<p>Ethnic Access Service in place. Procedure written for non English language needs written.</p> <p>Theatre and follow on training carried out.</p> <p>Disability Equality Training modules being provided.</p>  <p>Green</p>
<p>R3.5 HUB to record diversity of customers</p>	<p>Inclusive Equalities Scheme includes commitments to monitor service delivery on ethnic origin and disability but not for the other four strands</p>	<p>Corporate data collation in respect of Diversity and effective monitoring of same.</p>	<p>Fiona Scott</p>	<p>All Heads of Service and their departments</p>	<p>Equalities Assistant</p>	<p>Homelessness Advice now being monitored for ethnic access by CAB.</p> <p>Hub only provides information required by Back Office service departments – no Equality and Diversity data is currently being collected.</p> <p>Implementation of service delivery equality monitoring is a long term plan.</p>  <p>Amber</p>
<p>R3.6 Complete diversity training for all councillors.</p>	<p>Race Equality and Disability Equality training has been delivered to all but 3 members in 2006.</p> <p>New Councillors elected in may 2007</p>		<p>Claire Felton</p>	<p>To be agreed.</p>	<p>Equalities Officer.</p> <p>Capacity Building Fund</p> <p>Equalities Budget</p>	<p>37 of 39 members trained. After May elections new members will automatically be enrolled in the Modern Member Programme which includes equality and diversity.</p>

	will have Equality and Diversity Training in September 2007.					 Green
R3.7 Include diversity in Induction Training and policy for all new staff and councillors.	Ongoing	Inclusive Equalities Scheme launched 4 th December – provides core values and actions to under-pin the training	Helen Parkinson and HR OD			As above.  Green
R3.8 Corporate investigation and consideration of training needs upon making equality and diversity a fundamental foundation in the development of all plans and strategies	Sept 2006	Inclusive Equalities Scheme launched on 4 th December 2006	C. Felton/ Helen Parkinson			Corporate Impact Assessment training has been carried Sept, Oct, Dec 06 to support the Business Planning Process sessions held in Jan 2007. 8 ½ days training supplied plus 20 1 to 1s. Business Plans include E & D template. 4 EQIA surgeries per annum planned in main training directory.  Green
R3.9 Analysis of all leaflets and publications issued by the Council and development of a corporate image and standard within which translation strap lines become a standardised feature.	Completed	Current project to redesign letter head including "signpost"	Fiona Scott	Ethnic Access Link	Equalities Assistant	Electronic format of language translation signposting for forms and pamphlets and insert for letters formulated and available to all departments. All publications now carry 'access panel' and languages offered are based on info advice from Job Centre.

						 Green
R3.10 Display posters indicating the provision of interpreting and translation services at all access points.	Completed		Fiona Scott	Ethnic Access Link	Equalities Assistant	Completed.  Green
R3.11 Review audit and complete work to access of buildings required to meet the Disability Discrimination Act 1995	Capital Programme established to undertake further DDA works in 07/08 and 08/09. FM Group prioritising work. Corporate premises already in top quartile for BVP 156.	To ensure all public buildings are accessible to people with disabilities	Facilities Manager		Staffing	 Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R3.12 Identify whether partner agencies receive diversity training if not explore the possibility of offering the in house diversity training to partners or encourage them to access training independently.	Sept 06	Meetings with partner agencies completed.	AG / JD	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Results received and collated.  Green
R3.13 Receive and analyse diversity breakdown (quarterly) of customers accessing strategic housing services through: BDHT, CAB, WEEAC, NWC&RA	Oct 06	Meetings with partner agencies to agree reporting format.	AC	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Now being provided by CAB Re Housing Advice and homelessness prevention services and BDHT on Waiting List.  Amber
R3.14 Review all existing BDC strategic Housing documents, pamphlets and application forms to ensure language strap lines are included on all documentation.	August 06		JB JR		Existing staff	Completed

						 Green
R3.15 Record all Strategic Housing Pamphlets on to a CD	Oct 06	Investigate companies to carry out work and Steve Wetherall to design sleeve.	JD		Existing staff	<p>Completed in triplicate for BDC, BDHT and HUB reception areas.</p>  Green
R3.16 Review all existing external providers documents, pamphlets and application forms to ensure language strap lines are included on all documentation.	August 06		JB JR	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	<p>Completed and ethnic access strap line labels have been issued to all external providers.</p>  Green
R3.17 Develop an increased focus on ensuring that domestic violence services are working well and develop plans to provide additional support, commitment and resources to these services.	August 06	<p>Re-modelling of Gateway Refuge and provision of enhanced floating support services for DV.</p> <p>Report to Cabinet August 06.</p>	AC	Stoneham HA Supporting People BDHT	Existing staff	<p>Stoneham Floating Support Service extended through joint working with Supporting People.</p> <p>Scheme for re-modelling DV hostel following closure of Gateway agreed with Supporting People and BDHT.</p> <p>Scheme to re model Gateway Refuge has gained Planning permission and is underway conveyance of properties to BDHT for re-modelling into 5 self contained units for DV.</p> <p>Revenue bid submitted for Sanctuary Scheme in 07/08. Pilot Scheme running and first</p>

						<p>Sanctuary scheme adaptation completed and commended by Police. Budget for 07/08 in place.</p>  <p>Green</p>
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KEY RECOMMENDATION R4

Improve the approach towards value for money by:


- Setting out a clear corporate strategy on providing value for money;
- Ensuring that service heads have access to good quality information about the costs of service, across all areas;
- Comparing costs with other service providers and ensuring that this information is routinely reported and shared with external partners.





Proposed Outcome -




- To ensure that resources are used more effectively and efficiently;
- To provide better options for service delivery, leading to improved outcomes for service users;
- The delivery of demonstrably effective, value for money services which provided a balance of cost and quality.

Outcomes being improved for local residents

Target Completion – December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R4.1 Develop a value for money strategy that Heads of Service follow in order to demonstrate that the Council is providing value for money.	Sept 06	Strategy agreed by Executive Board	KD/JP	N/A	External support	 <p>Green</p>
R4.2 Incorporate within the business planning process (incorporating budget process) a VFM	Sept 06	Business planning process reviewed	HB/KD	N/A	Existing staff	Incorporated

framework (requirement to investigate VFM of key service areas) – using wherever possible the 'Vfm Profiles' report and web-based tool.						 Green
R4.3 Training on VFM strategy and framework and revised business planning process	Oct 06	Training provided	HB/KD/JP	N/A		Completed  Green
R4.4 Heads of Service to demonstrate Value For Money as part of business planning process	Dec 06	Business plans	HOS	N/A	Existing staff	Completed and ongoing.  Green
R4.5 Set up a corporate wide VFM annual performance report to the Performance Monitoring Board that advises upon the Councils progress and VFM against key measures in each department. This to incorporate the Annual Efficiency Statement	Dec 06	Performance Report	KD/JP	N/A		VFM action plans being produced and challenged by steering group including member. To be reported to PMB and Cabinet to monitor delivery against targets. AES to be reported to September PMB & October Cabinet  Amber
R4.6 Deliver procurement training on how to achieve VFM and demonstrate duty of care (EU rules) – included in procurement strategy and manual (under development)	Dec 06	Training provided	JP	N/A		VFM training delivered for officers & members Dec 06. Procurement Training set up as part of training programme – staff and members – ongoing as part of financial management training.

						 Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R4.7 Supply key information on strategic Housing services (with regard to VFM) as part of business planning process on: a) Homelessness, Housing Advice and Housing Register b) Private Sector Housing Services	a) Oct 06 b) Dec 06	Service Business Plan	DH / AC	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Ongoing. a) Homelessness benchmarking exercise completed within County but inconsistencies in approach limit usefulness of results. AC & JR attended Best Value training 13.11.06 Key assessments made in P&E Business Plan  Amber
R4.8 Revise and adjust Strategic Housing Services as appropriate in response to the findings of the assessment carried out	Ongoing	Service Business Plan	AC / JB	OT's BDHT CAB NWC&RA WEEAC Basement	Existing staff	Ongoing negotiation with BDHT has introduced additional support, visiting and move on monitoring services under the Housing Agency Agreement. Standard of service has been increased and regular monthly monitoring meetings in place.  Green

KEY RECOMMENDATION R5

Strengthen the approach to providing effective performance management by ensuring that:

- Individual personal development plans are completed within a set timescale linked to the development of corporate and service plans;
- A consistent reporting framework of both local and national performance indicators is established;
- Training needs against the service objectives are established on a regular basis and training is delivered.



Proposed Outcome -






- Enable weaknesses within service delivery to be identified at an early stage;
- Engage all staff in having common objectives for the Council's priorities; and
- Deliver a more effective strategic housing service.




Outcomes being improved for local residents



- Developing and more customer needs focussed housing advice and prevention service.
- Increasing supply of affordable housing.
- Confirmation that services and improvements to LSVT tenants is being delivered as promised.

Target Completion – December 2006

CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R5.1 Develop Council Plan 2007 – 2010 supported by Council Improvement Plan, service business plans, team action plans and PDRs.	31 Dec.06	Council Plan, Service Business Plans, team action plans and PDRs completed.	H. Bennett	N/a	All managers.	Re-programmed to February 2007 on advice of Improvement Director. Completed  Green
R5.2 Action to bring PDR's in all departments up to date and meet identified deadlines in future.	31 Dec. 06	Monitoring on an individual manager basis.	J. Pitman	N/a	HR and all managers	Complete.  Green

R5.3 Review Top 45 PIs to reflect Council priorities.	15 Aug. 06	New set updated and reported to PMB.	H. Bennett	N/a	CMT	 Green
R5.4 Policy Officer to benchmark all of the Council's services with appropriate authorities (using VfM profile tool) and provide managers with clear and consistent guidance on setting appropriate targets. Thus enabling the Council, through supply of consistent information, to reach a balanced understanding of the resources required to achieve continuous improvement towards top quartile performance.	Dec 06	Areas of focus identified.	Policy Officer	N/A		Officer recruited in Financial Services.  Amber
R5.5 Increase focus on performing as well as the best local authorities and make plans more specific about setting targets that would bring the Council to the same level as top performers.	September 2006	Revise business plan templates	HB	N/A	Existing staff	Templates agreed and training completed.  Green
R5.6 Develop effective monitoring of the service standards that do exist including waiting times at the customer service centre in responding to letters and answering telephone calls.	November 2006	Produce statistics that feed into the quarterly PMB report	DP/RH	N/A	Existing staff	Customer Service Centre already reporting and review planned in September  Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R5.7 Carry out a 6 monthly review of all Strategic Housing PDRs	July 06	Existing PDRs reviewed and new staff induction PDRs.	AC		Existing staff	Completed.  Green
R5.8 Supply national and local PI's collated for all strategic housing services.	Quarterly		JB		Existing staff	Performance reporting issues with BDHT overcome. Ongoing dialogue to address quality and delivery issues has resolved

						performance issues. Reviewed at monthly meetings.  Green
R5.9 Update the training needs of Strategic Housing staff as part of 6 monthly PDR review.	6 monthly		AC		Existing staff	Completed.  Green
R5.10 Develop annual monitoring report to Performance Management Board upon the management performance of BDHT and progress in meeting promises to their tenants.	Sept 2006		AC JB	BDHT	Staff	Action completed with report written and presented to September PMB covering: <ul style="list-style-type: none"> • Progress made against LSVT promises to tenants • Contribution towards Strategic Housing priorities • Performance in providing services under the SLA. An important precursor to this report has been the increased level of understanding by members of the role of BDHT through the meetings of the Scrutiny Task Group and the presentation made by BDHT.  Green
R5.11 Strengthen the performance management within Strategic Housing where there is a lack of	November 2006	Quarterly report to Performance	AC, JR	OT's NWC&RA	Existing staff	Report on affordable housing delivery 05/06

<p>effective reporting on issues such as - the outturn of development of affordable housing, the performance on providing grants within the private sector housing Strategy. Measure and report on the whole customer experience Re DFGs showing the time taken to complete DFGs from the point of initial contact.</p>		<p>Board on Hsg Strategy Action Plan commencing Oct 06</p>		<p>BDHT</p>		<p>and schemes in pipeline for 07/08 submitted to Cabinet 1st Nov 06 and presentation made to Scrutiny Steering Board On 31st Oct 06 and Housing Advisory Group on 7th November 06.</p> <p>Report for Performance Management Board on progress against Housing Strategy Action Plan and performance against key targets reported to April PMB.</p>  <p>Green</p>
<p>R5.12 Develop a formal mechanism to enable Strategic Housing and Planning to jointly track and monitor the delivery of housing in the district.</p>	<p>November 2006</p>	<p>Monthly meetings between Head of Service for Planning & Environment / Corp Director with Portfolio Holder to ensure he is up to speed with regional housing issues and becomes an Affordable Housing Champion.</p>	<p>AC / DH /PS</p>		<p>Existing staff</p>	<p>Affordable Housing Championing Group now meeting monthly. Four meetings held to date.</p> <p>A second Group involving members has been set up – Strategic Housing Advisory Group – met November and January and received reports from Head of Planning & Env and Strategic Housing Manager. Tasks set to identify land holdings suitable for affordable housing. Good Practice visits being undertaken.</p>  <p>Green</p>

KEY RECOMMENDATION R6

Improving leadership and support for strategic housing and addressing the needs of vulnerable people by...

- Ensuring that members play a more prominent and pro-active role in influencing regional housing issues;
- Ensure that members are fully involved in developing a strategy for the future of hostel and temporary accommodation in the district;
- Reconsidering the effect of the planning moratorium of the delivery of affordable housing; and
- Working in a more focussed way with officers in seeking to redress the imbalance in the housing market.

Proposed Outcome –




- Better outcomes for people living in temporary accommodation;
- Clearer partnership working with external stakeholders, set on a firm vision for housing in the district; and
- Improved delivery of affordable housing.



Outcomes being improved for local residents


- Increased member focus on affordable housing is increasing progress in delivery of improved temporary accommodation for the homeless, clients experiencing DV and wider options for housing applicants.

Target Completion – March 2007


CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R6.1 Complete consultation and implementation of Supplementary Planning Documents on Affordable Housing and Managing Housing Supply to enable members to become more actively involved.	Feb 07 Revised to July 2008		DH		Staff recruitment issues	"The publication of the Affordable Housing and Managing Housing policies has been put on hold due to the phased revision of the Regional Spatial Strategy (RSS). The current RSS review will allocate district targets for housing provision between 2001 - 2026, until the outcome of this process is known the District is unclear as to the required level of provision. Upon completion the planning policy section will


						develop new strategies to deliver the required amount of housing with a substantial element of new Affordable housing."  Red
R6.2 CEO of BDHT to become member of the newly revised LSP Board to raise affordable housing agenda from major RSL aspect.	Achieved					Completed  Green
R6.3 Monthly meetings between Head of Service for Planning & Environment / Corp Director with Portfolio Holder to ensure he is up to speed with regional housing issues and becomes an Affordable Housing Champion.	August 2006	Agreed schedule of meetings	PS		Existing staff	Schedule of meetings set and taking place on the first Friday of each month. Named Affordable Housing Championing Group.  Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R6.4 Develop the existing Housing Strategy Officer Steering Group to include Member representation to address key issues: <ul style="list-style-type: none"> • Hostel re-modelling • Planning Moratorium • Balancing Housing Market 	Ongoing	First meeting by Mid September	AC	BDHT WEEAC CAB Baseline NWCRA	Existing Staff	Group has been re-convened and meetings scheduled to include Portfolio Holder. 5 meetings held reviewing all 4 priority areas of Strategy. SHMA and RSS reviewshave ben items of discussion.



						 Green
<p>R6.5 Develop a Strategic Housing Roadshow to provide District and Parish Council Member training including "Understanding and raising the profile of affordable housing", new initiatives, homelessness and private sector housing and Lifeline.</p>	<p>Ongoing</p> <p>Develop a programme of visits to PC's by October</p>	<p>1st DC presentation completed March 06.</p> <p>Stoke PC carried out May 06.</p>	<p>Strategic Housing Team</p>	<p>BDHT CAB Baseline</p>	<p>Existing Staff</p>	<p>1st Roadshow held on 18th January 07.</p> <p>Dates being set up with Parish Council's for Roadshow to deliver monthly visits around District. Romlsley PC event to take place on 9th July. Bentley booked for September.</p>  Green
<p>R6.6 Progress Hostel de-commissioning / re-modelling strategy for hostels and submit to Cabinet.</p>	<p>Sept 06</p>	<p>Mothballing Wythall Hostel.</p>	<p>AC PS</p>	<p>BDHT</p>	<p>Capital funding Impact on B&B?</p>	<p>Action completed but ongoing. Strategy report approved by Executive Cabinet on 6th Sept 06. Steering Group meetings now on operation up with BDHT officers to progress. Wythall Hostel de-commissioned and being marketed. Remaining Hostel occupancy reducing. Strategic Housing Manager and BDHT Devel Officer attended meeting with Hsg Corp re funding on 14.11.06.</p> <p>New Heads of Terms agreed with BDHT, Revised strategy approved by Cabinet in April 07, funding for re-modelling plus buy</p>




						<p>backs agreed and re-negotiation of SLA to provide enhanced standard of move on monitoring.</p>  <p>Green</p>
R6.7 Arrange 'learning from others' visit for Members to other local authorities.	Oct 06	Good practice identified and agreement on changes at BDC	AC PS	TBD	Housing Team	<p>Visit took place by Members / Officers to Wychavon Re: Spend to Save Prevention and Homelessness Strategy on 2nd Feb.</p> <p>AC& Portfolio Holder attended Elgar Housing event on Housing Needs of BME Groups 24.11.06</p> <p>Portfolio Holder for Strategic Housing and Portfolio Holder for Planning attended briefing and good practice on Choice Based Lettings by Wychavon on 5th Dec.</p> <p>Portfolio Holder attended IDEA/CIH Strategic Housing Capacity Building Conference in Birmingham on 27.06.07.</p> <p>DH – Arranging visit for Portfolio Holder to Solihull to discuss Green Belt / affordable housing issues.</p>



							 Green
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ADDITIONAL ACTIONS IDENTIFIED FROM THE FULL REPORT OF THE AUDIT COMMISSION – R7						
Outcomes being improved for local residents <ul style="list-style-type: none"> • Signs that use of temp accom may be on the decrease. • HMO's in District becoming safer places to reside. 						
CORPORATE ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R7.1 Address the capacity issues within the Planning Department	Ongoing		DH		Staff recruitment issues	Strategic and Local Plans Officer appointed. Strategic Planning Manager appointed.  Green
STRATEGIC HOUSING ACTIONS	Target Completion Date	Milestone	Lead Officer	Partner Organisation Involved	Resources	Monitoring Status and comments
R7.2 Develop clear written guidance to support the planning function on the type, quality and layout of affordable and other social housing being developed in the district	Summer 2007		DH		Staff recruitment issues	Hsg Strategy Steering Group developing guidance in advance of LDF process. Work is linking into County Housing Enabling Sub Group work programme re Sect 106 checklist and RSL open book development analysis.



						 Amber
<p>R7.3 To continue to work in partnership with BDHT, CAB and Baseline, other RSLs to reduce use of temporary accommodation for homeless families</p>	<p>On going</p>	<p>Reduced reliance on hostel accommodation and reduction in time spent in temp accommodation.</p> <p>Target one hostel de- commissioned by Nov 06.</p> <p>Introduction of new floating support / prevention scheme by Nov 06.</p> <p>Maximised use of nomination rights to target homeless.</p>	<p>A. Coel</p>	<p>BDC/BDHT</p>	<p>LA Grant. Staff Time.</p>	<p>Guidance / assistance received from Gov't office – strategy for reducing temp accom revised and submitted to DTLR – who asked us if it can be used as example of good practice!</p> <p>New support service in place from Jan 07. Joint funding new home visiting service with BDHT from March.</p> <p>Spend To Save, Rent Deposit schemes and match funding to create home visit / intervention was approved in principle by Cabinet 1st Nov subject to budget process.</p> <p>Pilot Spend to Save ran from Jan 07.</p> <p>Close working with BDHT has lead to a marked reduction in hostel occupancy and closure of Wythall Hostel.</p> <p>Housing Services Liaison Group is meeting monthly to</p>



						<p>include BDHT, HUB, CAB, BYHF and BDC.</p> <p>Spend to Save and Rent Deposit Budgets in place for 07/08.</p> <p>Mediation Service for County being coordinated.</p> <p>Bid submitted for additional funding for additional support for Rent Deposit under 25's.</p> <p>Intro of CBL should increase move on performance.</p> <p>Step reduction – 06/07 down from 79 to 63 in temp accom.</p>  <p>Green</p>
R7.4 Monitor levels and reasons for homelessness reported by CAB and BDHT to improve prevention services.	Quarterly	<p>Better understanding of Homelessness.</p> <p>Reduced use of temporary accommodation.</p>	JB	BDC/CAB/BDHT	Staff Time	<p>Quarterly breakdown now being received. 06/07 outturn shows 26% reduction in homeless presentations and acceptances.</p>  <p>Green</p>
R7.5 Investigate provision of a freephone service for homeless applicants to access BDHT and out of hours service.	October 2006	<p>Budget consideration by Jan 2007.</p> <p>Introduce interim call back policy by</p>	JB		Existing Staff	<p>Interim call back policy introduced.</p>


		July 06.				 <p>Awaiting response from IT dept to emails requesting assistance.</p>
R7.6 Re submit budget bid for funding support for the post of County Rural Housing Enabler.	Autumn 2007	Budget consideration Jan 2008. Interim financial support is provided by BDHT.	AC		Existing Staff	<p>Completed Now being funded by BDC.</p>  <p>Green</p>
R7.7 Fully investigate the benefits of implementing a private sector leasing scheme for Bromsgrove whereby the Council or an RSL provides a defined management service to private landlords in return for the use of private rented properties to be used to meet the Council's nominees.	January 2007	Report for officer / member consideration.	JD		Existing Staff	<p>Completed. Pilot scheme now fully researched by new Housing Initiatives Officer and reported to Executive Cabinet on 1st November.</p> <p>Cabinet turned down scheme due to VFM and risk issues.</p> <p>Further investigation of alternative scheme under discussion with Servite HA.</p>  <p>Green</p>
R7.8 Review and strengthen the SLA for Hostel management with greater specification of number of management visits.	September 2006	Improved management regime, supplemented by already implemented higher degree of monitoring / visits	JB AC	BDHT	Existing Staff	<p>Completed. Actions from Internal audit of BDHT performance mechanisms addressed. Revisions negotiated and agreed with BDHT.</p>

		by Strategic Housing Staff.				 Green
R7.9 Develop and implement a Rent Deposit / private tenancy scheme for over 25's.	November 2006	Commencement of new Housing Initiatives Officer. Cabinet report to Members by Oct 06	JD	Baseline CAB BDHT	Existing Staff Funding - £10k pa	<p>Report on developing Rent Deposit / private leasing. Cabinet approved outline report on 1st Nov subject to budget process. Detailed report on how it will operate if budget approved by Exec Cabinet on 6th Dec.</p> <p>Pilot running from Jan 07 and referrals now being received.</p> <p>Budget for 07/08 approved at Feb Cabinet. Currently in operation. Four in place and capacity for up to 20.</p>  Green
R7.10 Enhance the RSL property database and monitoring of nomination rights and negotiate higher levels where possible.	October 2006	Improved feedback information through the HIP information gathering process.	AG	All RSLs	Existing Staff	<p>Ongoing and awaiting further input from partner RSL's following request at Liaison meeting on 7th November. Nominations being reviewed as part of preparation for CBL implementation. 07 HIP process is assisting in updating</p>

						info.  Amber
R7.11 Re-submit a bid for provision of a Homelessness 'Spend To Save' Scheme (previously turned down in 06/07 budget process)	October 2006	Cabinet report for consideration by Sept 2006.	JB AC		Existing Staff Funding £5k - £10k pa	Completed. Report approved in principal by Executive Cabinet on 1 st November 2006 subject to budget approval. Bid formulated and submitted as part of Business Plan process. Mechanism approved by Exec Cabinet on 6 th Dec. Pilot to run from Jan 07. Budget approved for 07/08 at Feb Cabinet Scheme currently operational.  Green
R7.12 Review and examine the use of Discretionary Housing Benefit Payments to prevent homelessness.	September 2006	Presentation from Coventry CC. July 31 st 2006. Cross-departmental panel to consider cases.	AC, PS		Existing Staff	Completed. Reviewed and procedure developed to coordinate usage through new HB Welfare and DHP Specialist post. Guidance for agencies being developed. There is now an increased awareness of DHB and increased use.

						 Green
<p>R7.13 Address the lack of written protocols in place at BDHT for joint working with external advice and support agencies in the provision of homelessness services.</p>	December 2006	County Homelessness Officers Group approved protocols (when completed) to be considered for adoption by BDC/BDHT.	JB AC	BDHT	Existing Staff	<p>16 /17 Yr old protocol completed. CAB / BDHT / BDC officer working group set up and met in December and Jan including Customer Service Centre. All protocols being analysed with view to development of one all encompassing. Being progressed thjrough Front Line Liaison Group.</p>  Green
<p>R7.14 License all HMO's that requires mandatory licensing to comply with new legislation.</p>	Ongoing	Targets of initial application to production of Licence – 3 weeks. Any subsequent applications – 2 weeks.	JR, KSF		Existing Staff	<p>Ongoing. Regulatory Officer in post and procedures implemented.</p> <p>Procedure and process now fully operational and all applications being addressed. Extensive progress being made on one particularly sub standard case where all Cat 1 and 2 hazards removed. Licensing imminent on all 3 HMO's (2 licences and 1 pending)</p>

						 Green
R7.15 Agree schedule of regular review meetings with NWC&RA to monitor annual spend against budgets for DFG and Discretionary Grants.	July 2006	Improved spend against grant budgets.	JR	NWC&RA	Existing Staff	<p>Monthly monitoring meetings between the Private Sector Housing Officer and North Worcestershire Care and Repair Service Bromsgrove Team in operation to take place on 3rd Tuesday of each month.</p> <p>Follow up meetings between the Private Sector Housing Officer and the Strategic Housing Manager are taking place on the 3rd Wednesday of each month. Also attends 6 monthly Steering Group. Admin post now in place to address backlog has now caught up on payments and approvals.</p>  Green
R7.16 Identify empty homes and work to achieve increased usage and performance against BVPI 64.	Ongoing	Commencement of duties of the Housing Initiatives Officer.	JD			<p>Ongoing.</p> <p>BVPI Target achieved and exceeded. 8 empty homes brought back into use 06/07 with our assistance.</p> <p>Scheme being fully researched by new Housing Initiatives</p>

						<p>Officer. Empty Homes survey / questionnaire carried out. Identified all empty homes in District from Council Tax records. Inspected problematic homes using HHSRS. Working in with Rent Deposit Scheme. 2006/7 performance increased to 6 in first 3 months.</p>  <p>Green</p>
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BROMSGROVE DISTRICT COUNCIL

17 JULY 2007

PERFORMANCE MANAGEMENT BOARD

IMPROVEMENT PLAN EXCEPTION REPORT [MAY 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 May 2007.

2. RECOMMENDATION

- 2.1 That the Performance Management Board considers the Improvement Plan Exception Report, the corrective action being taken and makes any recommendations to Cabinet
- 2.2 That the Performance Management Board notes that for the 66 actions highlighted for May within the plan 76 percent of the Improvement Plan is on target [green], 26 percent is one month behind [amber] and 5 percent is over one month behind [red]. 18 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 provides background information only. The Improvement Plan is posted onto the Council website at the address at the end of this report. with a hard copy placed in the Members' Room

4. PROGRESS IN MAY 2007

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

May 2007

April 2007

RED	3	5%	RED	3	5%
AMBER	1	2%	AMBER	1	2%
GREEN	50	76%	GREEN	40	66%

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 Out of the total of 66 actions for the month, 12 actions have been deleted, suspended or the timescales have been extended this amounts to 18 percent of the plan.
- 4.3 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	No
Chief Executive	At CMT
Corporate Director (Services)	At CMT
Assistant Chief Executive	Yes
Head of Service <i>(i.e. your own HoS)</i>	At CMT
Head of Financial Services <i>(must approve Financial Implications before report submitted to Leader's Group)</i>	At CMT
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	At CMT
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	At CMT
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	No

11 APPENDICES

Appendix 1 Improvement Plan Exception Report May 2007

12 BACKGROUND PAPERS:

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

CONTACT OFFICER

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Tel: (01527) 881430

Public perception						
Ref	May 2007 Action	Colour	Corrective Action	Who	Original Date	Revised Date
1.1.6	Feedback results of Customer Panel 1 survey.		Full report expected on 20 July. New officer starting on 28 August which should ensure future surveys are on time.	HB	October 31 Oct 06	20 July 2007

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Ref.	Action	Lead	Corrective Action												
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Public Perception														
1.1.6	Feedback results.	HB													Report form SNAP due on 20 July.

Progress Towards Tangible Outcomes from Partnership Working

Ref	May 2007 Action	Colour	Corrective Action	Who	Original Date	Revised Date
5.1.2	Performance management update to LSP Board.		Arrangements were in place, but these are being overhauled as part of the review of the Community Strategy. Performance management framework for new Strategy will be in place for September meeting.	HB	May 07	Sept 07
5.1.3	Annual report to LSP Board and to PMB.		Date unrealistic as each individual organisation still completing their outturn in May. New date of September set. Report in draft.	HB	May 07	Sept 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
5.1	LSP Priorities														
5.1.2	Progress reports to LSP Board with performance indicators.	HB													Re-programmed for Board to deal with Community Strategy and new governance arrangements.
5.1.3	Annual report to LSP Board and to PMB.	HB													Date unrealistic. September is new date.

Improve Customer and Performance Culture of Council

Ref	May 2007 Action	Colour	Corrective Action	Who	Original Date	Revised Date
7.1.6	Publish agreed plans (on intranet) after budget finalised.		Basically complete, but need tidying up and to put on Intranet.	HB	May 07	30 June 07

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
No.	Service Business Plans														
7.1.6	Publish agreed plans after budget finalised.	HB													Basically complete, but need tidying up and to put on Intranet.

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 JULY

COMPREHENSIVE PERFORMANCE ASSESSMENT AND IMPROVEMENT PLAN 2007/2008

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

1. Summary

- 1.1 To formally report the Audit Commission's Comprehensive Performance Assessment report to Performance Management Board.
- 1.2 To consider the Improvement Plan for July 2007 to June 2008 and make recommendations to Cabinet. The Improvement Plan is a detailed one year plan, based on the corporate priorities and high level actions set out in the Council Plan 2007/2010.

2. Recommendations

- 2.1 It is recommended that Performance Management Board:-
 - i. Notes the Audit Commission's Comprehensive Performance Assessment report, in particular, the areas for improvement set out on page 7 (**Appendix 1**) and makes recommendations to Cabinet on any issues arising.
 - ii. Examines the Improvement Plan 2007/08, in particular, whether the Board feels the Plan addresses the issues raised in the Comprehensive Performance Assessment; and again, makes recommendations to Cabinet on any issues arising (**Appendix 2**).
 - iii. Notes that the Improvement Plan 2007/08 does cross reference to the recommendations contained in the Audit Commission's Comprehensive Performance Assessment report (**Appendix 3**), but also contains other actions for 2007/08 designed to deliver the Council Plan 2007/2010.

- iv. Notes and considers the changes to the Council Plan set out in 3.4, based on the Corporate Management Team's view of the Council's capacity to deliver the Council Plan 2007/2010.
- v. Notes that that further updates to the Improvement Plan 2007/08 may be required, based on discussions between the Improvement Director and Corporate Management Team.

3. **Background**

- 3.1. Members will be aware that the Council recently received its first Comprehensive Performance Assessment from the Audit Commission. Overall, the Council received a rating of "Poor", which is the lowest of the five possible ratings. The Audit Commission's report does identify that:-

"after a considerable period of inaction and poor decision making, Bromsgrove have come a long way, from a very low base, in the past year".

- 3.2. Despite this progress, the Council still has a significant distance to travel in order to be "Fair" rated and no longer in voluntary engagement with Central Government. The Audit Commission have made four key recommendations. These are detailed on page 7 of their report.

- 3.3. **Appendix 2** of this report contains a detailed Improvement Plan 2007/08, which sets out what actions the Council intends to take over the next 12 months to deliver its 10 corporate priorities as set out in the Council Plan 2007/2010. The Council has previously delivered a recovery plan, focusing on the financial management of the Council and in August 2006 Cabinet approved an improvement plan focused on more outward facing issues like customer service, performance indicators and reputation management. The attached Improvement Plan 2007/08 stays with the same format, but is updated to reflect actions for the year ahead. The Council Plan is wider in its scope that the four Audit Commission areas for improvement, so **Appendix 3** cross references the relevant parts of the Improvement Plan 2007/08 to the Audit Commission's areas for improvement.

- 3.4 Capacity has been identified as an issue in the Audit Commission's report and the 2006/07 Improvement Plan was considered "ambitious" by the Audit Commission and Government Monitoring Board. As a result, the Corporate Management Team have considered this issue and recommend to Cabinet the following changes to the Council Plan 2007/2010 and therefore to the Improvement Plan 2007/08:-

- the switching off of voicemail to be suspended and re-programmed into 2008/09. Whilst Corporate Management Team believe this action will be in the long term interest of achieving a more Customer First culture, there are more immediate management issues around how the "back office" interfaces with the Customer Service Centre,

job evaluation and Single Status and the Spatial Project, which need addressing first (Improvement Plan ref. 15.3).

- the roll out of workforce planning to be re-programmed into 2008/09. The Council is to undergo job evaluation and Single Status during 2007/08. Previous advice from the Government Monitoring Board and officer experience from other councils suggests that this is a very difficult project. The Human Resources and Organisational Development Department are unlikely to have the capacity to deliver workforce planning on top of these major changes (Improvement Plan ref. 20.1).

3.5 The Improvement Director has also outlined a number of additional actions which may be required to drive the Council through to a “Fair” rating in 2008/09. These require further consideration and will need to be incorporated into the Improvement Plan as they are considered and actions agreed.

4. Financial Implications

4.1 The 2007/2010 medium term financial strategy is based on the Council’s priorities, which the Improvement Plan is also based on.

5. Legal Implications

5.1 There are no legal implications to this report.

6. Corporate Objectives

6.1 The Improvement Plan is aligned to the Council’s Corporate objectives and priorities.

7. Risk Management

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

9. Customer Implications

9.1 Putting the customer at the heart of what the Council does is a key area for improvement in the Audit Commission report and is addressed by the Improvement Plan (see 4., 5.2 and 17.1).

9. Other Sub Headings

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

Procurement Issues

The Improvement Plan contains a number of procurement issues e.g. town centre, leisure trust etc.
Personnel Implications See section 20.
Governance/Performance Management Considerations See section 16 on Governance and section 6 on performance.
Community Safety Considerations See section 7.
Policy Considerations The Improvement Plan reflects the ten priorities of the Council.
Environmental Considerations See section 9.
Equalities Implications See 7.4.

10. **OFFICERS CONSULTED ON THE REPORT**

Chief Executive	Yes
Corporate Director (Services)	Yes
Assistant Chief Executive	Yes
Head of Service	Yes
Head of Financial Services	Yes
Head of Legal & Democratic Services	Yes
Head of Organisational Development & HR	Yes
Corporate Procurement Team	N/a

Background Papers

Council Plan 2007/2010, Cabinet, February 2007.

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Embargoed until 00:01 on 12 June 2007

Corporate Assessment

Bromsgrove District Council

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Introduction

- 1 Comprehensive Performance Assessment (CPA) is the means by which the Audit Commission fulfils its statutory duty under section 99 of the Local Government Act 2003 to make an assessment, and report on the performance, of local authorities. Corporate assessment is one element in the overall assessment that leads to a CPA score and category.
- 2 The purpose of the corporate assessment is to assess how well the Council engages with and leads its communities, delivers community priorities in partnership with others, and ensures continuous improvement across the range of Council activities. It seeks to answer three headline questions which are underpinned by five specific themes.

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

- Ambition
- Prioritisation

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

- Capacity
- Performance management

What has been achieved?

- Achievement and Improvement

Executive summary

- 3 After a considerable period of inaction and poor decision making, Bromsgrove have come a long way, from a very low base, in the past year. The change in style at the top of the organisation and internal improvements that have been made is welcomed and recognised by staff and partners, and progress is continuing at the right pace and in the right direction. However this progress is against a baseline of poor corporate and service performance. It is also in comparison to other councils who have continued to improve quickly. Whilst Bromsgrove should continue this positive improvement journey, there is still a lot to do to ensure services are adequate and improvement is maintained and sustained.
- 4 Bromsgrove recognised some time ago that it was not performing adequately and asked for government support and help. Part of this support involved less inspection, and voluntary engagement with an external improvement board. As a result this is the first corporate assessment Bromsgrove have had. Although the overall assessment shows that Bromsgrove are a poor council, in the last year they have been making positive progress. They were however so far behind other councils that even with the positive progress made, they have yet to reach acceptable standards for the areas we inspected.
- 5 There is still a very long way to go before the public will notice a step change and be at the heart of what the council does. There are many areas where the Council is not meeting an acceptable standard and has yet to deliver. Although some poor services have recently improved it is not clear that all improvements are sustainable, there is still work to do on improving customer interface with the Council.
- 6 The Council leadership has a clear understanding of what it wants to achieve in its plans for the area. There are some examples of community leadership such as the equality forum and some difficult decisions have been made although not consistently across the organisation. However, the vision for Bromsgrove has not been consulted on effectively and has yet to drive all the Council's plans and proposals. Not all staff are clear about how they fit into this overall vision, or could easily articulate it. In addition the Council's relationship with the county is not effective, has not been effective for some time and has not shown any immediate signs of improving. While this is not entirely Bromsgrove's responsibility, it has not taken active steps to resolve the situation. This will impact on the ability to deliver the vision.
- 7 Priorities have recently been developed within the Council to help deliver the overall vision. These reflect issues for the Council and for the wider local area and have had an impact on the Local Strategic Partnership (LSP), with clear linkages between their priorities and the Council's. However, there is no functional community plan and the priorities are not very specific and allow most services and interests to claim they are a priority. There is evidence of money starting to move towards priorities but this is not yet embedded and the impact of this is yet to be seen.

- 8 An area of concern is the Council's own capacity to make the changes needed in a reasonable timeframe so that the public would notice the difference. There are many councillors who do not understand their role on the Council. They do not understand how to hold the executive to account, do not understand the role of a modern councillor and do not allow staff to get on with the job. There is still a lack of trust between some councillors and members of staff. This has a destabilising effect on the business of the Council and a negative impact on its reputation. Whilst there has been clear improvement in the recent past, and a more co-operative and effective relationship between parties for the sake of the area, there is still some way to go before acceptable standards have been reached.
- 9 Currently there is good leadership being shown by the Chief Executive and Leader. They share a common agenda for the Council and work together well driving through many of the recent changes. However, there is considerable reliance on these two individuals which is difficult to sustain. In addition, there is limited operational experience in the senior management group and this exposes the Council to considerable risk.
- 10 Bromsgrove has recognised it needs to understand its performance as well as monitor and manage it. There are regular performance reports to managers and councillors and there is challenge within this process. However, performance management has yet to embed in the organisation, with operational managers regularly challenging each other, and performance improvement has not yet resulted from internal recognition, as opposed to external scrutiny. In addition, the Council does not manage complaints in a transparent and standardised way, and has no process in place for managing the performance of partnerships.
- 11 There has been considerable progress in the past year that is recognised by both partners and staff. They have noticed and appreciated a different management style that engages and consults, both internally and externally. There has been significant improvement in financial management which is now assessed as adequate by external audit. There is also evidence of good achievements in community safety, street cleansing and recycling and the public appreciate the community events that are organised. The service on both benefits and planning has improved. However, whilst un-audited data shows positive trends in 2006/07 for some key areas, the baseline is still poor and improvements may not be sustainable. Audited performance for 2005/06 is unimpressive. The public will not have noticed much difference.
- 12 The Council has set up a new customer service centre to deal with public facing services, but is not making the most effective use of the facility. While the top of the organisation is committed to improving services to the public, and many front line staff want to deliver this, there is still too much complacency from the rest of the organisation to the changes that need to be implemented to deliver this. Basic management information such as cost benchmarking is lacking and there is limited understanding of the process re-engineering that will be needed. The Council does not have clear or robust means to determine if it is getting value for money from its services. While the establishment of the customer service centre is a step in the right direction, there is still a long way to go before the vision espoused of 'customer first' delivers for the residents of Bromsgrove.

Areas for improvement

- 13 Place the customer at the heart of Council activity.
 - In order to do this the Council should:
 - base service planning and delivery on the outcomes of both evidence based needs assessment and inclusive consultation; and
 - make customer satisfaction a key deliverable for all managers and staff, and take robust and timely action to address dissatisfaction.
- 14 Develop and enhance councillor capacity in order that they can contribute effectively to the development of a high performing Council.
 - In order to do this the Council should:
 - develop the knowledge and strategic leadership skills of all councillors by establishing their training needs and implementing a comprehensive training plan. This should include opportunities for individual and group mentoring, exposure to how other councils do things and participation in leadership programmes; and
 - require professional working relationships between political groups and between councillors and officers.
- 15 Ensure that there are sufficient resources and capacity to deliver the breadth and pace of change required by the Council in order to deliver high quality services for local residents.
 - Establish the management capacity and skills to deliver the requirements of both corporate recovery and operational service improvements.
 - Integrate value for money into the culture of the Council and its partnerships enabling resources to be saved and redirected to support corporate priorities.
 - Use partnership working to enhance capacity and deliver shared priorities efficiently and effectively.
- 16 Ensure that performance management consistently leads to performance improvement.
 - Integrate performance management with both resource and risk management.
 - Use the scrutiny function to effectively hold the Executive to account particularly relating to major investments such as the spatial project.
 - Manage the performance of partnerships in delivering shared ambitions and priorities.

Summary of assessment scores

Headline questions	Theme	Score*	Weighted score
What is the Council, together with its partners, trying to achieve?	Ambition	1	2
	Prioritisation	1	2
What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?	Capacity	1	2
	Performance management	1	2
What has been achieved?	Achievement and Improvement	1	7
Weighted score			15
CPA category			Poor
*Key to scores			
1 – below minimum requirements – inadequate performance			
2 – at only minimum requirements – adequate performance			
3 – consistently above minimum requirements – performing well			
4 – well above minimum requirements – performing strongly			

**Banding thresholds for determining CPA category

Category	Required score
Excellent	45-60
Good	36-44
Fair	28-35
Weak	21-27
Poor	20 or less

Context

The locality

- 17 Bromsgrove District is in north Worcestershire, covering a large area of approximately 83.9 square miles. Ninety per cent of the District is greenbelt which poses issues for regeneration and housing policy. Despite its predominantly rural nature, road and rail transport routes are good. This contributes to a net commute out of the district of 9,469 people, primarily into Birmingham and local towns.
- 18 The population of the district is 90,550. The population increased by 0.8 per cent between 2003 and 2004 (the joint highest in Worcestershire) mainly attributable to inward migration as a result of a number of large housing developments. It is also set to expand by a further 0.9 per cent between 2006 and 2010. The black and minority ethnic population (BME) is 3.3 per cent, which is low for the region and low nationally. There are 37,798 households in the district. Over 25 per cent of households contain only one older person and an estimated 6,964 households in the district have one or more members with identified special needs which is well above the national average.
- 19 The economic picture of the district is generally very positive. The district ranks 293rd out of 354 Councils on the national index of multiple deprivation (2004) making the district one of the least deprived nationally. It has no wards in the top 20 per cent most deprived in England. Four thousand and fifty households are in receipt of housing or Council tax benefits in the district, one of the lowest figures in Worcestershire. The mean household income is £36,906 which is the highest in the County. The closure of the Longbridge car plant in April 2005 resulted in the loss of 5,850 jobs and contributed to increased unemployment levels in the district. However in the intervening period these have returned to a very low level of 2.5 per cent.
- 20 There are two major areas of economic concern within the district, the redevelopment of the Longbridge site and Bromsgrove town centre. Bromsgrove and Birmingham Council's are working together to produce an Area Action Plan for the former MG Rover site. Local residents feel that Bromsgrove Town Centre needs a major overhaul to encourage local shopping and compete with neighbouring shopping centres. The number of VAT registered businesses in the district has also fallen in recent years although the Council is supporting new small business development.
- 21 Eighty three per cent of households are owner occupier, the 11th highest figure in England and Wales. House prices are increasing faster than the national average with the average house price being £219,949. The provision of sufficient affordable housing is a key challenge for the Council. It has a target of 80 units of affordable housing a year for the next five years. It has been operating a planning moratorium on new development for the last three years with only affordable housing developments being built.

- 22 Generally, the district's population is healthier than the regional average. Teenage pregnancies increased marginally across Worcestershire from 2000-2003 but the overall rate is significantly lower than England as a whole. Levels of crime are generally reducing. Ninety seven per cent of residents feel safe during daytime and 70 per cent after dark. Drug offences are low.

The Council

- 23 Bromsgrove District Council has been a poor council for some time. It recognised that it was not providing the service to the public that it should and that it needed support and assistance rather than inspection. On this basis, in 2004, it was given a Corporate Performance Assessment (CPA) rating of poor and it entered into voluntary engagement with the Department for Communities and Local Government (DCLG). As a result this is the first corporate assessment that Bromsgrove have had. A progress assessment for the Council was completed in December 2005. It identified a positive direction of travel but some significant remaining challenges if the Council were to emerge from engagement in 2007. As a result of the assessment, six priorities for improvement were agreed. These formed the basis of the Council's recovery/improvement plan. The Council requested an early CPA against the new 2006 Framework in order to validate their Improvement Plan and to identify further areas of improvement.
- 24 The Council has a majority Conservative administration, with 24 Conservatives, six Labour, six independents, two 'Wythall Residents Association' and one Liberal Democrat. The Council operates a modernised political structure with the Leader/Cabinet model, supported by three non-Executive Boards: Audit Board, Scrutiny Steering Board and Performance Management Board, the latter chaired by the Leader of the Opposition. There are also Planning, Standards and Licensing Committees.
- 25 The Council has had a recent history of frequent changes in senior management and political leadership. It has a new Corporate Management Team (CMT), with a Chief Executive appointed in March 2007. At this time there was also a change of Leader. An experienced ex-London Borough Chief Executive has been appointed as a temporary Improvement Director in order to provide additional strategic support and mentoring to the Acting Chief Executive.
- 26 The Council supported the development of the Bromsgrove Local Strategic Partnership (LSP) in 2003. The partnership produced a Community Plan 2003 to 2010. However this plan is now considered to be out of date and is no longer driving the focus for strategic planning and delivery of services. The Council accepts that it needs to improve and clarify the roles of its partners within its plans. The re-launch of the Community Plan is seen as key to this, particularly with respect to the delivery of the Local Area Agreement (LAA).

- 27 The Council has a net budget of £11.313 million (2007/08), a planned Council Tax increase of 4.99 per cent and Government Grant of £4.730 million. The projected level of balances at end of financial year 2006/07 is £1.434 million. Capital expenditure levels from the Council's own resources have been set at £1 million per annum with capital reserves for 2007/08 standing at £13.165 million. The Council's reserves are predominantly from the sale of its housing stock to Bromsgrove District Housing Trust. In September 2006 the Council approved a medium term financial plan for 2007/08 to 2009/10. It plans to set a balanced budget for each of the next three years with annual planned council tax increases of 4.99 per cent. The Council employs 454 staff across all services.

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

Ambition

- 28 The Council is performing inadequately in this area. The Council is not working effectively with local residents and partners to develop and communicate its ambitions. The ambitions are not based on robust needs analysis. In general, leadership shown by councillors from all political groups is weak and whilst there are some signs of community leadership, it is inconsistent. The District does not have a functional Community Plan.
- 29 The Council has made progress in defining its ambitions over the last year. Since May 2006 the Council has had a new Leader, Chief Executive and Senior Management Team. They have brought a focus to the organisation characterised by the development of a new corporate vision, values and objectives adopted by the whole Council. The Council's Vision is: 'Working together to build a District where people are proud to live and work, through community leadership and excellent services'. The Vision and the Values that underpin it: Leadership, Partnership, Equality and Customer First, have been developed through a change programme 'Building Pride'. The Council has developed four objectives; regeneration, improvement, sense of community and well being, and environment. This links with the recently revised priorities for the LSP.
- 30 However, the Council has not engaged external stakeholders in the development of its vision or communicated it effectively. The Council's vision and values have been revised internally by councillors and senior officers. Contributions from the community, other stakeholders and staff have been limited, as they decided to use existing information, rather than undertake full consultation, in the interests of speed and efficiency. Until recently, the Council's strategic focus has been on re-building the Council to be fit for purpose. As a result the Council's ambitions for its communities are not yet fully developed. Partner organisations are unaware of the Council's vision and do not see how they fit into the Council's improvement plans. This means that the Council cannot be sure that its vision reflects the needs of local people and partners.
- 31 Analysis and intelligence of community needs is not well developed but improving. The Council has historically undertaken some needs analysis of its local communities. This was not robust or sufficiently evidenced based to enable it to inform the new corporate vision and objectives. The Council has not collaborated with partner organisations to assess local needs. However more recently the Council and its partners have undertaken some more robust analysis of older people's needs to inform the older people strategy. The Council has insufficient information to understand its local community.

- 32** Consultation is not comprehensive and has limited impact. Consultations on the Council's vision were limited to a small number of local resident and stakeholder focus groups. Consultations with service users are not influencing service planning or delivery. However the Council has invested in improving consultation through a senior appointment and the adoption of consultation guidelines. It has actively engaged local people and communities in the Local Development Scheme. Vulnerable groups are now consulted through the Equalities and Diversity group. As a result the Council cannot be sure that it is delivering services which are important to local people.
- 33** Political leadership by all councillors is not effectively underpinning the ambitions of the Council. The Council has a poor track record in providing clear leadership. Whilst the current leader has a strong leadership style and a clear vision for what he wants to achieve for Bromsgrove, councillors in general are not demonstrating the leadership associated with their role and are reluctant to embrace new developments. Consequently the absence of political leadership from councillors is inhibiting the delivery of its ambitions.
- 34** The Council recognises the need to deliver community leadership but it is not demonstrating this consistently. Leadership has often focused on the interests and aspirations of individuals rather than a Council wide strategic approach. The 2007/08 planning process has been more strategically driven but it is too early to identify the outcomes from this. There is a willingness to take some difficult decisions but implementation is inconsistent. Community engagement is developing through two neighbourhood action zones although impact is as yet limited. Leadership for vulnerable groups is being demonstrated through the equalities and diversity forum. Overall however, this inconsistency means that the Council is not always providing effective leadership for the community it serves.
- 35** Ambitions for communities are not fully developed or communicated through a Community Plan. The LSP agreed a Community Plan for 2003 to 2010. This is now out of date, it is not owned by the local community and not providing an overarching vision for the District. A new vision and priorities for the LSP have been developed although this has not been subject to full community consultation, ratification or publication. The vision and priorities are forming the basis of revisions to the Community Plan which links into the developing Local Area Agreement (LAA). This means that there is not a robust strategy in place for delivering ambitions in partnership with others.
- 36** The Council is not working effectively with the County Council to develop and deliver its ambitions. Councillor relationships with the County Council are not effective, have not been for some time and are not improving. There is a level of antagonism between the District and County which is impacting on their ability to work together. There is a lack of trust at political level reinforced by recent disagreements about shared service proposals, local government re-organisation and plans for community engagement. Whilst this is not the sole responsibility of the Council, it has not taken active steps to resolve the situation. This has impacted on Bromsgrove's ability to deliver its vision which relies on a number of county functions.

Prioritisation

- 37 The Council is performing inadequately in this area. Although the Council has identified its priorities in consultation with others, they are sufficiently vague to enable most areas to claim they are a priority. Resources have started to be targeted towards some priorities but currently only a small proportion of the overall budget. As they are not sufficiently specific it may be difficult for the Council to justify disinvestment in areas. The Council is making progress in delivering in priority areas although this is not consistent, for example corporate objectives are effectively linked into business planning and development reviews for individual staff but not all partnerships contribute effectively to the delivery of these priorities.
- 38 The Council's four corporate objectives are each underpinned with three year priorities (2007/2010). The key priorities for regeneration are Bromsgrove town centre, Longbridge and Housing. Improvement focuses on the priorities of customer service, reputation and performance. Sense of community and well being prioritises community influence and community events as a key way in which the Council can encourage social cohesion in the district. The corporate objective of the environment prioritises a clean district and planning.
- 39 Corporate priorities are in place and influencing service planning but they are insufficiently specific to drive the redistribution of resources. Corporate priorities reflect sub-regional and local issues although links with national policy frameworks are tenuous. They are based on the outcomes of previous consultations, stakeholder events, public focus groups and the work of staff champions. They are being integrated into corporate systems and are beginning to provide a focus for business planning and performance management. However the corporate priorities do not provide sufficient focus for service management, allowing most interests to claim they are a priority. The priorities are not sufficiently specific to allow a clear identification of non priorities which will support decisions around areas of disinvestment.
- 40 The Council is underpinning its priorities with additional resources but this is not yet comprehensive and limited to small amounts. The Council can demonstrate additional capital and revenue investments in priority areas such as street cleaning, ICT infrastructure and customer service. However there is less evidence of disinvestment in areas which are not prioritised. For example a reduction of posts in Leisure has not released resources which have subsequently been reinvested into priority areas. A commitment to moving money towards priorities is evidenced in the 2007/08 budget process but it is too early to identify the full impact of the changes. The transfer of additional resources is resulting in service improvements in priority areas.

- 41 The Council is taking effective action to deliver improvements in priority areas. In areas where the Council has been required to focus through voluntary engagement there are clear targets that have led to corporate improvements, for example, in waste management. Progress is being made in the delivery of regeneration, which is another Council priority. The Council has focused with its partners on the opportunities offered by the regeneration of the former MG Rover site for which an area action plan has been developed. The plans should enable the Council to deliver more affordable housing allowing it to achieve its own targets and meet the demands of local people. Whilst the Council is delivering around 75 new affordable homes per year, against a target of 80, it is constrained by a planning moratorium on new housing, in place for the last three years. There is less progress with the redevelopment of Bromsgrove town centre although the Council is currently seeking to identify a preferred partner to drive the redevelopment planning forward.
- 42 Partnership working is not contributing to the delivery of the Council's objectives. Partner organisations report a more positive approach to partnership working but political engagement continues to be limited and communication inconsistent. Partnership working with the Bromsgrove Housing Trust and many Parish Councils has historically been poor and is still not fully effective. The LSP has been ineffective for a number of years and whilst action has been taken to improve this it is too early to demonstrate impact. In contrast the crime and disorder partnership has consistently worked effectively and contributed to reductions in most areas of crime. Proactive working with partners increases both capacity and the resources available to deliver priorities.
- 43 The Council is not demonstrating to the public and its partners that it is taking timely and transparent decisions. Public and partners feel that the Council is overly bureaucratic in the way it deals with issues. Whilst there is some evidence that the Council is willing to listen it continues to be poor at providing feedback to partners and local residents about decisions and plans. The new corporate priorities have not yet been effectively communicated to local people and partners. A lack of feedback on decisions following consultation is affecting the public's trust and confidence in the Council.
- 44 The Council has taken effective action to improve its corporate systems to underpin the delivery of corporate priorities. Business and performance management has been developed through a business planning framework. A customer first strategy and communications strategy are now in place. The Council has recently developed a plan for managing its assets although this is not yet embedded in the operation of the organisation. Alignment of strategies is partial because a strategic framework has only recently been agreed. Performance and financial frameworks are at an early stage of integration, with 2007/08 planning being the first time the integrated approach has been used. In addition, planning and budget cycles have not been linked, although the new planning cycle for 2007/08 seeks to address this. The integration of corporate systems via the 2007/08 planning cycle is leading to an effective focus on the delivery of corporate priorities.

16 Corporate Assessment | What is the Council, together with its partners, trying to achieve?

- 45** The Council is positively engaging with black and minority ethnic groups (BME) and vulnerable groups. The Equalities and Diversity Forum is providing an effective way for the Council to listen to the needs of minority and vulnerable groups. The Business plans for 2007/08 contain information on equalities and diversity and how the service area will meet equality standards. The Council has effectively raised the profile of equality amongst councillors who have benefited from diversity seminars although some key partners are unaware of the Equality and Diversity Forum and have not made use of this resource. As a result of a focus on this area the Council has a better understanding of the specific needs of these groups.

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

Capacity

- 46 The Council is performing inadequately in this area. There is insufficient councillor and officer capacity to deliver the pace and breadth of change required by the Council. With the exception of improved officer training, actions taken to improve capacity are temporary or are too early to be able to demonstrate impact. Some issues relating to the effective management of the workforce and reputation management have not been addressed.
- 47 Councillor capacity is weak, lacks effective challenge and is too reliant on a few individuals. Councillors are struggling to come to terms with the modern councillor role. They are not working effectively together to drive and focus on improvement. There remains a level of distrust between officers and politicians. Some councillors continue to demonstrate obstructive and critical behaviour and are too focused on the details of operational management. The pace of councillor development has been slow and attendance at training is generally poor. There is limited strategic debate taking place at full Council with a lack of clarity on political and managerial roles and responsibilities. Councillor understanding and willingness to engage with ethical governance is variable and the Council is actively investing to ensure consistently high standards. As a result the lack of capacity amongst councillors is inhibiting the Council's recovery and the delivery of corporate objectives.
- 48 Capacity at senior management level is fragile and under-resourced. While the senior management team is predominantly new and has limited experience of corporate management at this level, it has demonstrated that it has the skills to drive improvements both to corporate systems and the culture of the organisation. The Improvement Director is highly experienced, providing support to drive improvements in operational service delivery, but he is an interim appointment. While there have been some new middle management appointments, there is still insufficient experience of good strategic and operational service delivery at the top of the organisation to provide the challenge and deliver the extent and pace of change required of the Council.

18 Corporate Assessment | What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 49** Staff and management capacity to deliver service and corporate improvements is limited. Service management lacks consistency and contributes to anxieties within the changing services. There is evidence of silo working within the Council which impacts on its strategic focus. The loss of key posts through sickness or a failure to appoint have a direct impact on performance, for example, in planning and benefits. A number of staff are new and inexperienced limiting their immediate impact on service delivery. Insufficient staff capacity is preventing the Council from delivering its corporate objectives and achieving service improvements.
- 50** Financial planning has improved considerably in recent years, but is still not yet supporting the delivery of corporate priorities or value for money effectively. The medium term financial strategy is not clearly linked to the Council priorities, nor does it provide a means of delivering those priorities. It does not seek to provide opportunities for disinvestment and does not look beyond three years. However, through the 2007/08 planning process the Council has begun to identify linkages and look for areas of disinvestment. The Council recognises that it cannot demonstrate value for money. It does not have sufficient management information to form a view about which services are not providing value for money. A more robust approach to strategic planning and the integration of financial and performance information during the recent planning cycle has improved the Council's ability to meet its stated priorities and deliver value for money.
- 51** Key issues relating to staff management have not been addressed effectively. There is no workforce planning and little progress with the development of a single status review. Consultation with unions over policy initiatives and single status is ineffective. The effective management of poor performance and sickness absence is not yet evident throughout the organisation. Long-term personnel issues are still to be resolved. A new performance development review system has been introduced but it is too early to identify changes as a result of this. This limits the capacity of the organisation to deliver its objectives.
- 52** The Council does not manage its communications with the public effectively. Public, partners and Council staff report that frequent negative press reports and public bickering by councillors has a significant impact on the Council's already poor reputation. Poorly run Council meetings demonstrate a clear lack of understanding of the constitution and contribute to a poor perception from the public gallery. The Council is reactive to dealing with external communications with little investment in this area. The Council's poor reputation is having a negative impact on public confidence and detracting from its ability to deliver services effectively.

- 53 The Council is investing extensively in its information and computing technology (ICT) infrastructure but benefits realisation is uncertain. It is currently investing £6 million in its spatial project which is designed to develop a single source of customer information and increase the efficiency of business processes. However, e-government targets for 2005 have still not been achieved. The spatial project is ambitious but it is not fully understood by councillors and officers. The achievement of benefit realisation such as significant cost savings remains uncertain.
- 54 Senior management is increasingly providing positive leadership. Both staff and partners report that senior managers are providing a positive style of leadership with a clearer business focus and reporting lines. The Chief Executive is described as open and accessible and this is seen by staff to be contributing to improvements in morale. Recent back to floor visits and improved visibility of managers have been valued by staff and managers. There is a view amongst stakeholders that senior managers are ambitious to move the Council forward and that leadership has improved.
- 55 Effective action has been taken to improve political consensus and cross-party working but significant challenges remain. Senior councillors have had external support to change behaviour and engage in cross-party working. The Leader has introduced regular meetings with the leader of the Opposition which has contributed to an improved political consensus. Councillors, from all political groups, are being engaged in the work of non executive committees such as scrutiny, PMB and audit. However there is infrequent contact between the ruling and independent group due to a lack of trust and personal animosity and this is unlikely to improve in the immediate future, to the detriment of more effective working.
- 56 The Council has invested effectively in training for staff. The Council has put in place realistic building blocks to improve staff capability and increased its annual training budget. All managers have signed up to the Council's own management charter; 'The Bromsgrove Way' which is underpinned by a management training programme designed to improve services and deliver corporate priorities. Staff acknowledge that there is improved access to both technical and corporate training such as Customer First training. Effective training is resulting in improvements in both staff capability and capacity.

Performance management

- 57 The Council is inadequate in this area. Performance management is not effectively driving sustained improvements in services with outcomes which can be recognised by the public. Target setting has not been SMART¹; this has been recognised by the Council and is being reviewed. Whilst there is increasingly effective monitoring of performance by senior managers and councillors, as part of an established performance framework, this is not embedded in the culture of the organisation. Corporate systems for the management of partnerships and complaints are not developed.
- 58 Performance management is not leading to consistent and sustained improvements in service delivery. Whilst monitoring systems are identifying underperformance, the development of plans which lead to sustained performance improvements is inconsistent. The Performance Management Board is offering some challenge to poorly performing areas. The impact of the Board is mixed with issues such as complaints being raised repeatedly without resolution. Exception reports identify that actions to improve performance are not always implemented or have been ineffective.
- 59 Target setting is ineffective but improvements are planned for the 2007/08 business planning process. Action plans do not consistently include robust SMART¹ targets. Targets for 2006/07 are not clearly focused or linked to any priorities. A number of improvement plan targets have had to be reviewed because they are too challenging. Benchmarking is informing target setting in some areas such as planning but it is not embedded across the organisation. Targeted outcomes have been too ambitious and difficult to measure, for example, 'Develop councillors to be effective leaders'. This means that the way the Council sets targets is not leading to achievable improvements which focus on outcomes for local people.
- 60 Performance management is not yet integrated with resource and risk management. The 2007/08 planning cycle has been the first time that the Council has sought to integrate financial and service planning. It does not routinely bring together information on financial performance, service indicator analysis and key improvement actions. Performance management is not integrated with risk management; although progress is being made. Risk management is weak but developing and there are appropriate strategies in place for bottom-up risk management. Until this approach is embedded the impact of risks and resources, on the performance of services, cannot be assessed effectively.

¹ SMART- Specific, Measurable, Achievable, Resourced, Timed.

- 61 Complaints management is ineffective. Complaints management is insufficiently robust to support performance improvement as there is no systematic means of managing the process. Whilst there is a complaints policy, departments are not keeping within the guidelines. There is a lack of leadership at both councillor and officer level to address this, although there has been a decision taken to purchase software which should enable better complaints monitoring and management in the future. Ineffective complaints management means that the Council is missing opportunities to improve services for local people.
- 62 Performance management of partnerships is not in place. The Council acknowledges that it has had insufficient capacity to develop performance systems for partnerships. There is no evidence of a consistent approach to collective review of performance across partnerships. However, as part of the review of the LSP, there are plans to introduce performance systems. This means that the Council does not know how effectively and efficiently partners are contributing to the delivery of its corporate objectives.
- 63 Performance management of corporate projects is inconsistent which contributes to slippage against published targets. A range of key developments and projects designed to support the recovery of the Council have been delayed over the last year. For example, the training needs analysis for councillors was delayed from August 2006 to February 2007 because forms were not returned. The sickness absence policy was delayed from September 2006 to December 2006. Councillors are not monitoring projects effectively, for example, a working group of three councillors is monitoring the implementation of the spatial project but it has no terms of reference or formal reporting lines.
- 64 A corporate performance management framework has been developed and implemented across the Council. Performance improvement is identified as a key priority for development. Performance management systems have been revised to take into account the resources and capacity available in the Council to deliver them. The Performance Management framework links the Council plan, service business plans and individual staff plans. The corporate improvement plan links into the framework and is delivered through service business plans. The performance framework is leading to an increased focus on performance improvement across the organisation.
- 65 Extensive performance reporting and monitoring is in place. Progress against the Council's improvement plan is monitored both internally and externally by the Government monitoring Board. The Council has identified the top 45 performance indicators which are monitored on a quarterly basis by the executive cabinet and the performance management board where underperformance is challenged. Portfolio holders and officers work closely to monitor service delivery. Portfolio holders are briefed by heads of service and the corporate director services fortnightly.

22 Corporate Assessment | What is the capacity of the Council, including its work with partners, to deliver what it is trying to achieve?

- 66** Performance is challenged at a senior level but this has yet to be embedded in the culture of the organisation. Effective performance monitoring at a corporate level has only recently been introduced and impact is variable. Action is being taken to raise awareness of performance management within departments but this has yet to be embedded and is contributing little to service improvement. Councillors are not consistently able to identify important performance issues and have the level of debate required to drive performance management. There remains a focus on past mismanagement with little reference to the priorities for improvement and how to interrogate these. The increased challenge to underperforming service areas is resulting in improvements in performance.

What has been achieved?

Achievement and improvement

- 67 The Council is inadequate in this area. Performance in 2005/06 was poor in the majority of service areas. Achievements were predominantly internally focused and not about outcomes for local people. Performance improvement has been slow and in some areas there is insufficient evidence that improvements can be sustained. The Council is investing in improvement and over the last year improving senior management and corporate focus have resulted in tangible improvements in both corporate and service performance.
- 68 The Council's overall performance in 2005/06 and first quarter of 2006/07 was poor. Forty three per cent of performance indicators were comparable to the worst performing district Council's in England. These included a poor performance in street cleaning, planning and benefits. Many achievements are internally focused and would not be noticed by the public. Achievements identified for 2005/06 in the 'Council Results' document frequently focus on internal processes such as agreeing a programme for future planning work. Other listed achievements reflect what might normally be expected of any council such as delivering training as required by legislation or delivering Statutory Accounts within deadline. Whilst these do reflect progress for the Council there are limited outcomes for the public.
- 69 Performance improvements are slow and have not been sustained in key areas. In 2005/06, 57 per cent of performance indicators failed to achieve the Council's own target. Performance in 44 per cent of indicators declined compared to the previous year including key areas such as sickness absence. Planning performance fell and the Council has been designated as planning standards authority for 2007/08 in one area. The Council has been slow in addressing significant issues with performance in the benefits service. Performance with respect to corporate health is improving slowly but remains poor. The Council accepts that some of its original targets were too ambitious and that pace of change is being constrained by availability of resources.
- 70 There is a lack of customer focus throughout the middle of the organisation. Whilst councillors, managers and frontline staff identify the importance of customer focus this is not embedded in the delivery of services. There has not been a strong customer focus culture across the whole Council since 2003. Low staff morale and reduced councillor and management capacity to focus on customer service have contributed to this. Local residents and partners report that Council departments are often unresponsive. The culture of the Council continues to be delivering services which it thinks customers need. Whilst a customer first strategy and training has been introduced its impact is limited and some staff dealing directly with the public have had no training in customer care. A lack of customer focus means that the Council does not have a clear view of how its services are regarded.

- 71 The potential benefits of the customer service centre (CSC) have not been fully realised. The Customer Service Centre was established quickly creating some significant issues. In particular systems are still not in place to bring CSC and back office functions together effectively. Whilst customer feedback about the CSC is generally positive there is a lower degree of confidence about the service provided by the appropriate Council departments after initial contact. Some residents who did not live in Bromsgrove Town were unaware that the CSC existed. There is inconsistent support to fully realise the benefits of the CSC.
- 72 The Council is achieving well in a small number of priority areas. The Council has improved its financial management which is now rated as adequate by external auditors. The Council is working effectively with partners to reduce some aspects of crime. There has been a 32 per cent decrease in headline crime figures over the last three years although vehicle crime remains high. The Council has put in place a recycling infrastructure that is allowing it to exceed government standards albeit at high cost. Recycling rates have increased significantly to 47 per cent. Improvements in financial management resulted in the closure of the 2005/06 accounts on time.
- 73 The Council's overall performance is now improving, but from a very low base. The Council has also maintained a strong focus on its improvement activities, with 79 per cent of the actions in the Improvement Plan currently on target or less than one month behind. Unaudited data provided by the Council provides evidence of further improvements across a range of service areas. In the second and third quarters of 2006/07 there have been significant improvements in aspects of benefits performance and the current speed of dealing with minor and other planning applications is now assessed to be comparable to the best performing district councils in England. The Council has received external accreditations for aspects of service quality including QUEST accreditation for leisure facilities and ISO 9000 in Environmental Health.
- 74 Community events are well received but some residents feel that they are too focused on Bromsgrove Town. The Council is prioritising community events as a means of encouraging social cohesion. Local people praise the street theatre, the fireworks display and summer activities for children. However, it is noted that many of the events are based in Bromsgrove Town and residents from other parts of the district are not always aware of them. Some residents were unaware of the Artrix centre and the programme of entertainment it provides. Community events will not impact on social cohesion for the district if they are seen to be inaccessible to some residents.
- 75 The Council is investing appropriately to improve performance in corporate functions. Robust and timely financial information is available to service managers. Managers are supported in the implementation of corporate policies such as the management of sickness absence. The implementation of consultation and communications strategies is being supported by additional staff appointments in order to deliver key improvements in customer services and reputation management.

- 76** The Council is investing in underperforming service areas. Capital funding is being allocated to further improve waste collection and recycling. There has been additional investment in new staff and vehicles for street cleaning. Capacity issues in strategic housing, planning and development control have been addressed through additional staff appointments. The Council is investing effectively in the building blocks in order to support its recovery and deliver service improvements.

Appendix 1 - Framework for Corporate Assessment

- 1 This corporate assessment was carried out under section 10 of the Local Government Act 1999, under which the Audit Commission has power to inspect local authorities' arrangements for securing continuous improvement. The results of the corporate assessment contribute to the determination of the overall CPA category for an authority, which the Audit Commission is required to assess and report on under section 99 of the Local Government Act 2003.
- 2 The Council's self assessment provided a key resource in focusing the assessment activity which included consideration of:
 - key documentation, including the Council's improvement plan;
 - updated performance indicators and performance data; and
 - interviews and meetings attended.
- 3 The assessment for Bromsgrove District Council was undertaken by a team from the Audit Commission and took place over the period from December 2006 to June 2007.
- 4 This report has been discussed with the Council, which has been given the opportunity to examine the Audit Commission's assessment. This report will be used as the basis for improvement planning by the Council.

Appendix 2 - Improvement Plan: 2007/08 Update

#					
Priority CP1: Town Centre					
1	Expected Outcome	Regeneration of Bromsgrove Town Centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Public support for plans	Area Action plan (Issues and Options) Developed	31 March 08	PS	Project manager and Marketing manager 2007/2008 Budget
1.2	Work Commenced	Public and Trader Consultation	31December 07	PS	Recruitment Consultants 2007/08 Budget.
Progress Update					
1.1					
1.2					

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
1.1.	Public Support for Plans														
1.1.1	Engage consultants to commence work on AAP	PS													
1.1.2	Commence process of identifying development partner	PS /PM													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
1.1.3	Recruit expertise to support project management	PS													
1.1.4	Arrange meetings of town centre project group	PS													
1.1.5	Set up officer project team	PS													
1.2.	Work Commenced														
1.2.1	Undertake baseline study.	PS													
1.2.2	Consultation with community.	PS													
1.2.3	Prepare issues and options document.	PS													

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Priority: CP2 Longbridge					
2	Expected Outcome	Creation of Employment Opportunities, Housing and Community facilities.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	10,000 Jobs created [over a ten year period]	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007	PS	Approved Budget Planning Team
2.2	500 to 700 Houses (35% to be affordable).	Agreement of Bromsgrove District Council Area Action Plan	31 May 2007	PS	Approved Budget Planning Team

Appendix 2 - Improvement Plan: 2007/08 Update

Priority: CP2 Longbridge					
2	Expected Outcome	Creation of Employment Opportunities, Housing and Community facilities.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.3	Community Facilities providing a sense of community for new residents.	Agreement of Area Action Plans by both authorities.	31 March 2007	PS	Approved Budget Planning Team
Progress Update					
2.1					
2.2					
2.3					

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
2.1, 2.2, 2.3,	Creation of Employment Mixed Housing Community Facilities															
2.1	Respond to Preferred options document	PS														
2.2	Submit Final Plan	PS														

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
2.3	Public Consultation on submission Plan	PS													
2.4	Pre Examination Meeting	PS													
2.5	Examination of Final Plan	PS													
2.6	Receipt of Binding report	PS													

Priority CP3: Housing

No.	Expected Outcome	Delivery of affordable housing target [240 units]			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Deliver 80 units of affordable housing. 240 total in three years	Support applications for affordable housing on Areas of Development Restraint.	2007-2008	AC/ DH	Planning Team Facilities Management Group Asset Management Strategy
3.2	Modernised Strategic Housing Service 2 star with promising prospects for Improvement	Quarterly review of Strategic Housing Plan.	31 December 2007	AC/ DH	Strategic Housing Team

Progress Update

3.1

Appendix 2 - Improvement Plan: 2007/08 Update

Priority CP3: Housing					
No.	Expected Outcome	Delivery of affordable housing target [240 units]			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.2					

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
3.1.	Deliver 80 units of affordable housing a year														
3.1.1	Complete RSL Preferred Partner selection and achieve sign up to partnership agreement.	AC													
3.1.2	Develop draft Affordable Housing Guidance for developers and RSL's in advance of LDF process.	AC													
3.1.3	Support & encourage appropriate RSL bids to the Housing Corporation for the 2008 – 2011 allocation round.	AC													
3.1.4	Undertake performance clinic on affordable housing policy.	AC													
3.1.5	Fund and support Year 2 update of the SHMA Sub Regional Housing Market Assessment.	AC													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
3.2.	Modernised Strategic Housing Service														
3.2.1	Hold a Strategic Housing 'Ongoing Improvement' Team Away Day to undertake self-assessment and identify further improvement actions.	AC													Note: needs to include benchmarking for VFM purposes.
3.2.2	Complete full year schedule of customer satisfaction surveys.	AC													
3.2.3	Complete Equality and Diversity Impact Assessments scheduled for 07 / 08.	AC													
3.2.4	Implement contractor procurement framework for DFG's	AC													
3.2.5	Achieve a minimum of 3 Strategic Housing 'Raising Awareness' Roadshow events.	AC													
3.2.6	Implementation of Sub Regional Choice Based Lettings Scheme.	AC													
3.2.7	Support and progress implementation of Hostel De-Commissioning strategy with BDHT through completion of sale of Wythall hostel site.	AC													

Appendix 2 - Improvement Plan: 2007/08 Update

Priority CP04: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	2010 Best Value survey to assess Customer Satisfaction with the Council.	The Annual Customer Panel Survey. Delivery of Customer Standards. Improvements to performance indicators that drive customer perception.	Contract let 31December 2007 Development of Corporate Indicators set.	HB	Approved Budget Service Business Plans Service Business Plans linked to Budget process
4.2	Customer Satisfaction with the Customer Service centre	The Annual Customer Panel Survey. Quarterly Telephone survey A5 Feed back sheets Improvements to performance indicators that drive customer perception.	Contract let Every quarter 2007-2010 Every quarter 2007-2010 01 April 2007 and review each year	HB	Approved Budget Customer Service centre Staff Service Business plans linked to Budget process.
4.3	Annual Satisfaction survey of the equalities forum.	Quarterly feedback from Equalities Forum [minutes to CMT]	31 march 2008 and each subsequent year.	CF/HB	Equalities Assistant Capacity Building Funding
Progress Update					
4.1					

Appendix 2 - Improvement Plan: 2007/08 Update

Priority CP04: Customer Service					
4.	Expected Outcome	Increase in overall customer satisfaction with the Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.2					
4.3					

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
4.1.	Overall Customer satisfaction														
4.1.1	Agree customer survey	HB													
4.1.2	Undertake survey	HB													
4.1.3	Report survey	HB													
4.1.4	Review customer standards in business plans	HB													
4.1.5	Agree published set with CMT and Cabinet.	HB													
4.1.6	Develop posters for internal display.	HB													
4.1.7	Launch with press and Internet.	HB													
4.1.8	Review corporate indicators for customer focus.	HB													
4.1.3	Agree new set with Cabinet.	HB													
4.1.4	Publish in Council Plan	HB													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	along with Customer Standards.														
4.1.5	Customer Service Peer Review and Update of Customer First Strategy.	KD													
4.1.6	Establish Corporate Customer First Project Team and quarterly meetings thereafter.	HB													
4.2	Customer Satisfaction with Customer Service Centre														
4.2.1	Draw up suitable questions and conduct telephone survey	DP													
4.2.2	Review feedback to improve service delivery	DP													
4.2.3	Draw up suitable questions and establish timetable for using feedback sheets	DP													
4.2.4	Review feedback to improve service delivery	DP													
4.3	Annual Satisfaction of Equalities Forum														
4.3.1	Training Needs Analysis (TNA) of forum members to identify training needs	CF HP													
4.3.2	Develop and deliver a training programme for forum members	CF HP													
4.3.3	Introduce impact assessment monitoring	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and critical challenge roll to forum agenda														
4.3.4	Develop robust reporting mechanism between forum and management team	CF													
4.5.6	Prepare and undertake satisfaction survey within the Forum	CF													
4.5.6	Feed back analyse and improve in accordance with survey findings	CF													
4.5.7	Engage forum in participatory budgeting and feedback results	CF HB JP													

CP5: Reputation

5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
5.2	Five charter marks	Five teams selected and Action plans developed.	31 March 2010	HB	Customer First Officer
5.3	Positive Media Coverage.	Weekly report to CMT on Press Coverage	On-going	HB	Communications and Customer First manager.
		Percentage of Positive Press Articles and reduction in	On-going	HB	As above

Appendix 2 - Improvement Plan: 2007/08 Update

CP5: Reputation					
5	Expected Outcome	External Recognition of the Council's Improvements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		reactive press releases. Percentage of residents who remember seeing Together Bromsgrove. Percentage of Press coverage that refers to Councils Priorities.	On-going On-going On-going	HB HB HB	As above As above As above
5.4	Brand Recognition % of residents who recognise the Council Brand	Brand Action Plan	2008/09		Graphic Designer Post [2008/09 Budget Bid]

Progress Update
5.1 5.2 5.3 5.4

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
5.1	Fair CPA Rating														
5.1.1	Formally report CPA score to Cabinet and PMB.	HB													
5.1.2	Formally report Improvement Plan to Cabinet.	HB													
5.1.3	Link Improvement Plan to CPA recommendations.	HB													
5.1.4	Link Improvement Plan to Council Plan.	HB													
5.1.5	Review progress against Plan each month.	HB													
5.1.6	Update Improvement Plan for 2008/09	HB													
5.2	Three Charter Marks (originally five, but reduced in number on basis of external advice).														
5.2.1	Investigate "experience" of gaining Charter Marks.	HB													
5.2.2	Report to CMT on requirements and teams to go forward for CM.	HB													
5.2.3	Establish working group.	HB													
5.2.4	Meet every month to drive progress.	HB													
5.2.5	Progress report to CMT.	HB													
5.3	Positive Media Coverage														
5.3.1	Comms Planner to CMT each week.	HB													
5.3.2	Comms stats reported to	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	CMT, PMB, Cabinet each month.														
5.3.3	Weekly review meeting with Comms Manager and ACE.	HB													
5.3.4	Customer survey results on reputation.	HB													
5.3.5	Review of Communications Strategy reported to Cabinet with updated action plan.	HB													
5.3.6	Regular and issue specific press briefings.	HB													
5.4	Brand Recognition														
5.4.1	Framework contract established with single supplier for graphics.	HB													
5.4.2	Action plan for delivery of style guide implemented.	HB													
5.4.3	Budget bid for graphics support updated.	HB													
5.4.4	Bid approval?	HB													
5.4.5	Successful recruitment process.	HB													

CP6: Performance					
No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources

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CP6: Performance					
No.	Expected Outcome	Overall basket of PI's Comparable to an Excellent Rated Council			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	75% of PI's above the median	Annual Council Report	31 March 2009	HB	Performance Plus Officers and Corporate performance Team.
6.2	Fair CPA rating	Annual Direction of Travel Report by Audit Commission.	31 March 2009	HB	Approved budget [£350,000 from Reserves].
6.3	Improved Benefits Service to Level 3 Service	Quarterly reports on progress	31 March 2008	JP	Additional staff funded through Approved Budget.
Progress Update					
6.1					
6.2					
6.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
6.1	% of PI's above the median															

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.1.1	Programme of performance clinics undertaken.	BR													
6.1.2	Budget bids for priority indicators that require resourcing.	HoS													
6.1.3	Monthly reporting of PIs to CMT, Leaders and Cabinet.	HB													
6.1.4	Annual Report to Full Council.	HB													
6.2	Fair CPA Rating (see also CP5)														
6.2.1	Audit Commission Direction of Travel statement in draft.	HB													
6.2.2	Develop communications plan.	HB													
6.2.3	Publish results and implement plan.	HB													
6.2.4	Make appropriate changes to Improvement Plan.	HB													
6.3	Improved Benefits Service.														
6.3.1	Complete formal resource level agreement with CSC	JP													
6.3.2	Implement recovery action on overpayments in line with management recommendations	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
6.3.3	Review secure post room operation	JP													
6.3.4	Commence monthly review meetings with ICT to develop support timetable for key periods of year	JP													
6.3.5	Achieve targets as set out in Business Plan	JP													
6.3.6	Further develop partnership working with 3 rd Age project	JP													
6.3.7	Develop mobile working to improve speed of turnaround for collection of information and enhance customer contact and accessibility to community	JP													

CP7: Community Influence					
7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	% Increase in the Publics ability to influence the Council	Area Committee Pilots and evaluation of two current pilot schemes.	30 September 2007	HB	Approved Budget.
7.2	Senior Mgmt Attendance at PACT Meetings	CDRP Tasking meetings	Already In place with annual review.	HB	Members, Senior Officers and the Community Safety team.
7.3	Neighbourhood Wardens	Review & Revise the service	On-going	JG	Mainstream Funding

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CP7: Community Influence					
7	Expected Outcome	Better neighbourhoods through improved community engagement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		delivery to increase % of time walk the ward.			2008/09.
7.4	Percentage increase in the ability of minority groups to influence the Council.	Achieve Local Government Equalities Standard [BV2a] at level 3. Equalities Action Plan	30 September 2007	CF/HB	Capacity Building Fund.
7.5	Percentage increase in the ability of Parish Councils to Influence the Council	Feedback at quarterly Parish Forum Meeting Development of Council Guidance on Parish Plans and link to LSP Board.	30 September 2007	HB	Corporate Communications Policy and performance Team.
Progress Update					
7.1					
7.2					
7.3					
7.4					
7.5					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
7.1	Area Committee pilots (probable expansion of two)														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7.1.1	Capacity Building evaluation.	HB													
7.1.2	Budget bid for further expansion.	HB													
7.1.3	Quarterly overview meeting with CEO, ACE, Leaders	HB													
7.1.4	Develop delivery plan for further roll out.	HB													
7.1.5	Deliver plan.	HB													
7.2	PACT Meetings														
7.2.1	Continue with regular programme of meetings.	GR													
7.2.2	Complete annual review of PACT and report to PMB.	GR/HB													
7.2.3	Take corrective actions based on review.	GR/HB													
7.3	Neighbourhood Wardens														
7.3.1	Review the Current delivery of the Warden service across the district to establish current/future demand.	JG													
7.3.2	Produce a Committee report to advise on the future improvements/funding requirements for the service.	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
7.3.3	Submit a PID form as part of the 08/09 budget process.	JG													
7.3.4	Agree a set of BVPI's (ASB) & local PI's for the warden service to monitor performance, service delivery and ASB levels with in the District.	JG													
7.3.5	If the Budget submission is successful, advertise the posts, implement the revised service delivery structure and commence Performance monitoring.	JG													
7.4	BME Influence														
7.4.1	Set up Disabled users group	CF													
7.4.2	Set up development workshop for top key managers across the Council to progress self assessment process and link this to the business planning and performance management process	CF													
7.4.3.	Deliver Local Labour Market Survey	CF													
7.4.4	Deliver Training to staff and members in accordance with the	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Equalities and Diversity training plan														
7.4.5	Review existing provision and re-draft an up to date Equal Opportunities Policy taking account of the law and the inclusive equalities scheme.	CF													
7.4.6	Train officers with responsibilities with the policy	CF													Will be completed in May.
7.4.7	Deliver in respect of the Level 3 Equalities Action Plan	CF													
7.5	Parish Council Influence (and Parish Council Charter)														
7.5.1	New consultation officer in post.	HB													
7.5.2	Guidance for "adoption" of Parish Plans developed and approach to Charter.	HB													
7.5.3	Consultation with Leader's Group.	HB													
7.5.4	Consultation with Parish Councils.	HB													
7.5.5	Formal adoption by Council.	HB													

CP8: Community Events

8.	Expected Outcome	Increased participation and satisfaction with events programme.													
Ref.	Measures of Success	Actions Required			Timescales			Lead		Resources					

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CP8: Community Events					
8.	Expected Outcome	Increased participation and satisfaction with events programme.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Percentage satisfaction with overall cultural offer [2010 BV Satisfaction Survey]	The Annual Customer Panel Survey 2 % per annum growth in participation rates.	30 September 2007	HB	2008/09 Budget [Possible Budget realigning]
8.2	Resident's satisfaction with the Artrix. Increased usage figures for the Artrix.	Increase influence on the Artrix Board.	30 September 2007	HB	Council funding of Artrix [review agreement]
8.3	Percentage increase in voluntary sector community events.	Baseline amount of Community Events through numbers of events packs requested.	In house review during 2007/08.	JG	Possible 2008/09 budget bid
8.4	Percentage satisfaction with overall Historical offer	Increase numbers viewing Bromsgrove Collection.	31 December 2007	JG	Culture and Communities Department
Progress Updates					
8.1					
8.2					
8.3					
8.4					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
8.1	Cultural Offer														
8.1.1	Review and benchmark cultural offer and capacity to deliver.	JG													
8.1.2	Present report to CMT.	JG													
8.1.3	Put forward budget bid based on CMT discussions.	JG													
8.1.4	Implement if bid successful.	JG													
8.2	Satisfaction with Artrix.														
8.2.1	Develop SLA with Artrix.	JG													
8.2.2	Quarterly review of SLA.	JG													
8.3	Voluntary Sector Community Events														
8.3.1	Review C&CS facilities, parks and open spaces to establish a full breakdown of these areas and what there usages could be for future events.	JG													
8.3.2	Develop a fees & charges structure for the above event locations including concession rates to promote usage and income generation.	JG													
8.3.3	Create an events facilitation/guidance pack to enable community	JG													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	groups/organisations to develop capacity, skills and knowledge. Leading to a sustainable community events programme.														
8.3.4	Promote the above pack via a launch event and implement advice service.	JG													
8.3.5	Agree performance monitoring arrangements and commence monitoring process.	JG													
8.4	Historical Offer (establishment of Museum trust)														
8.4.1	Prepare transfer report.	PS													
8.4.2	Support the establishment of the trust.	PS													
8.4.3	Undertake transfer of museum.	PS													

CP9: Clean District

9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Achieve top quartile BV199a-d.	Programmed clean in accordance with Environmental Protection Act Develop team of fast response squad for detritus	On-going	MB	Approved Budget

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CP9: Clean District					
9.	Expected Outcome	Reduced levels of unacceptable detritus.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		issues Gradual Increase in Enforcement Activity.	01 December 2007 Start from 01 April 2008	MB MB	Approved Budget 2008/09 Budget bid
9.2	Percentage public satisfaction with cleanliness of the District [BV Satisfaction Survey 2010]	Annual Customer Panel Survey. Delivery of Customer Standards.	Contract Let 31 December 2007	HB MB	Approved Budget Service Business Plans
Progress Update					
9.1					
9.2					

	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
9.1	Reduce levels of detritus														
9.1.1	Develop schedule	MB													

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	cleaning programme for District														
9.1.2	Ensure scheduling of street cleansing and grounds maintenance is co-ordinated.	MB													
9.1.3	Monitor Detritus levels through BVPI 199 system on a 4 monthly cycle.	MB													
9.1.4	Ensure full compliment of fully trained and permanently employed staff	MB													
9.1.5	Develop and Implement enforcement regime (dependent on budget bid).	MB													
9.1.6	Develop fast response team.	MB													
9.1.7	Develop litter awareness amongst community through presentation and school visits.	MB													
9.2	Measure Customer Perception of Cleanliness (see 4.1).														
9.2.1															

CP10: Planning

10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Maintain 90% of the of the Green Belt	Enforcement Number of Appeals upheld	On-going	DH	Not fully funded and staffing an issue.

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CP10: Planning					
10.	Expected Outcome	Improved Planning Service and balanced development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.2	Speed of Planning Applications	Top Quartile BV109a-c	31 December 2007	DH	Loss of Planning delivery Grant [impact on budget?]
10.3	Rolling Vision of District	Local Development Scheme	As per timetable	DH	Development Control
Progress Update					
10.1					
10.2					
10.3					

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10.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
10.1	Maintain Greenbelt														
10.1.1	Agree brief for study of RSS2 implications for Redditch housing growth.	DH/MD													Completed May 07
10.1.2	Appoint Consultants	DH/MD													Completed May 07
10.1.3	Receive study Report	DH/MD													
10.1.4	Submit report to WMRA	DH/MD													

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10.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
10.1.5	WMRA preferred options	DH/MD													
10.1.6	Examination in Public	DH/MD													
10.2	Processing Planning Applications														
10.2.1	Monitor on a monthly basis, 109a – c identifying applications, which went overtime.	DH													
10.2.2	Consider if changes in process may address overtime applications.	DH													
10.2.3	Ensure registry understands importance of targets	DH													
10.3	Rolling Vision of the District														
10.3.1	Prepare Preferred options Core Strategy	MD													
10.3.2	Consult on Preferred options Core Strategy	MD													
10.3.3	Prepare Submission Version of Core Strategy	MD													
10.3.4	Submit Final Core Strategy	MD													
10.3.5	Consult on Final Core Strategy	MD													

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FP1: Value for Money					
11	Expected Outcomes	Delivery of agreed savings.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Cashable savings as per Medium Term Financial Plan.	Quarterly Updates on VFM Action Plans.	31 March 2010	JP	Procurement Manager Additional resource may be required.
11.2	Fit for purpose management structure.	Savings/new arrangements reflected in Financial Strategy.	31 March 2009	JP	CMT and HR&OD Department
11.3	Alternative Methods of Service Delivery.	Cashable savings and improved services.	31 March 2010	JP	Procurement Manager. Additional resource maybe required.
Progress Update					
11.1					
11.2					
11.3					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
11.1	Realisation of cashable savings by alternative methods of service delivery														
11.1.1	Focus on areas of savings to be realised in 2007/08 & 2008/09 as detailed in financial plan	JP													
11.1.2	Action plan in place for transfer / provision of service for other authority /provider	JP													
11.1.3	Monitor provision through client reviews	JP													
11.1.4	Discuss with provider option to market test combined service delivery	JP													
11.1.5	Report to members cashable savings realised through integrated finance and performance monitoring report	JP													
11.2	Management Restructure														
11.2.1	Develop new structure to meet service delivery of Council	KD													
11.2.2	Cost restructure proposals & present to members	KD/JP													
11.2.3	Implement revised structure to manage	KD/JPt													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	services														
11.3	Improvements in Use of resources scoring in relation to VFM														
11.3.1	Set up departmental working group to address VFM within the Council and to review action plans	JP													
11.3.2	Analyse statistical information in respect of BDC form Audit Commission for comparison purposes	JP													
11.3.3	Arrange review meetings with HOS to discuss action plans for achievement of VFM	JP													
11.3.4	Evaluate scoring of VFM template with HOS	JP													
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP													
11.3.6	Survey customer need for identified services	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
11.3.7	Obtain information in relation to VFM PIs in use on OLAs to monitor against. Include PIs in relation to achieving improvements in service delivery to diverse community.	JP													
11.3.8	Plan service delivery to achieve savings for 2008/09-2009/10	JP													
11.3.9	Report VFM actions to CMT and member group	JP													
11.3.10	Extend implementation of GPC cards to realise efficiencies in purchasing	JP													

FP2: Financial Management

12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
12.2	Improved Cost Centre Management.	Budget to profile throughout the year. Quarterly reporting of Budget to	2008/09	JP	Head of Financial Services and Assistant Chief Executive

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FP2: Financial Management					
12.	Expected Outcome	Improved Financial Management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Budget to profile throughout year.	Quarterly reporting of budget to actual to Cabinet.	On-going (monthly)	JP	Service Accountants
		Actual to Cabinet			
12.3	Improved asset management through re-configured property stock that matches Council priorities	Development of Property Register Stock Assessed against corporate priorities. Asset management Plan on Target	31.03.08	CF/JP	Facilities Management Group.
Progress Update					
12.1					
12.2					
12.3					

Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
12.1	Improved Financial Management by budget holders		(this is 12.1 and 12.2 combined)													
12.1.1	Implementation of the POP project to account for	JP														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	commitments & accruals on the Agresso system														
12.1.2	Further develop integration of financial and performance management reports to Members.	JP													
12.1.3	Train all managers to use web access for Agresso reporting	JP													
12.1.4	Commence pilot of relaunch of CIPFA FM model to enable diagnostic of areas of weakness to be developed	JP													
12.1.5	Using diagnostic develop plan for improvements in financial management	JP													
12.1.6	Report robust action plans to members in relation to financial management (under & overspends)	JP													
12.1.7	Undertake financial training for all budget holders	JP													
12.3	Improved asset management														
12.3.1	Review and update register of assets	CF													
12.3.2	Carry out valuations in accordance with timescales	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
12.3.3	Carry out stock condition surveys in accordance with timescales	CF													
12.3.4	Carry out a suitability assessment in respect of building from which we deliver our services	CF													
12.3.5	Deliver Scope improvements in accordance with BVPI 156	CF													

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FP3 Financial Strategy					
13.	Expected Outcome	Improved Financial Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Percentage return on investment.	Quarterly monitoring	On-going (quarterly report)	JP	Procurement team
13.2	External Funding	Investigate other Councils approach.	2008/09	JP	2008/2009 Business case if required.
13.3	Financial Strategy	Clear business model for Council			
13.4	Risk Management	Risks successfully managed			
Progress Updates					
13.1					
13.2					
13.3					
13.4					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.1	ROI														
13.1.1	Review effectiveness of Treasury management principles with external fund managers.	JP													
13.1.2	Calculate risk of maintaining investments with external fund managers v in house team	JP													
13.1.3	Report to members on investment income received as part of quarterly financial and performance monitoring reports	JP													
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP													
13.2	External Funding														
13.2.1	Discuss with financial network the options available for external funding streams	JP													
13.2.2	Identify priority areas where external funding could be sought	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
13.2.3	Make bids for funding where appropriate to fund priority areas within the Council objectives	JP													
13.3	Financial Strategy														
13.3.1	Council Plan and financial strategy to be linked by demonstrating funding aligned to priorities of the Council	JP/HB													
13.3.2	Non-priorities to be identified as part of the financial planning process	JP/HB													
13.3.3	Medium term financial plan to include financial implications of joint plans agreed with partners.	JP/HB													
13.3.4	Medium term financial plan to be extended to 5 year period	JP/HB													
13.4	Risk Management														
13.4.1	Revised risk implications to be included in all reports to members	JP													
13.4.2	Complete all risk registers in revised format	JP													
13.4.3	Review risk registers at DMT meetings for update	JP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and exception reporting														
13.4.4	Report to Audit Board on exceptions and action plans to address concerns	JP													
13.4.5	Risk management Training to be delivered to staff and members	JP													

FP4: Financial Reporting

14.	Expected Outcome	Increase in residents' understanding of Council's finances			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Percentage of residents who understand the choices the Council has to make.	Annual Customer Panel questions Hits on web site Letters received	31 December 2007	HB	Financial Services Corporate Communications and Customer First Manager
14.2	Percentage of residents who remember receiving the Council's Annual Report	Production of a single annual report. Condensed version produced for July Together Bromsgrove. Verbal report to July LSP Stakeholder meeting	30 June 2007 31 July 2007 31 July 2007	HB	Financial Services Corporate Communications and Customer First Manager

Progress Update

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14.1	
14.2	

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
14.1	Budget Consultation														
14.1.1	Customer Panel results available on Council's priorities.	HB													
14.1.2	List of budget bids and savings developed.	HB													
14.1.3	"Simalto" focus group exercise.	HB													
14.1.4	Community Strategy agreed by Full Council after 8-week consultation period.	HB													
14.1.5	Equalities Forum develops budget bids.	HB													
14.1.6	Staff Champion budget bids developed.	HB													
14.1.7	Budget bids developed by Area Committees.	HB													
14.1.9	Feedback to public and partners on consultation.	HB													
14.2	Integrated Annual Reports														
14.2.1	Publication of "Together	HB													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Bromsgrove" including Annual Report.														
14.2.2	Publication of Annual Report 2006/07	HB													
14.2.3	Quarterly Integrated reported to CMT, Leader's and Cabinet.	HB													
14.2.4	"Town Hall" meeting.	HB													

PR1: Customer Process

15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Percentage of Complaints referred to Ombudsman	Percentage of complaints resolved	31 March 2007	HB	Approved Budget E government and Customer Services Department
		Implementation of Customer feedback system	31 March 2007	HB/DP	
		Evaluation of system	31 March 2008	HB	
15.2	Reduced demand through improved service.	Increased website usage Increased automated	31 March 2008	HB	E –government and Customer Services

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PR1: Customer Process					
15	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		payments Speed of answering customer calls			Department.
15.3	Switching of Voicemail (re-programmed to 08/09 subject to Cabinet approval).	Development of staff rotas	31 December 2007	DP	E government, Customer Services Department and Legal and democratic Department
Progress Update					
15.1					
15.2					
15.3					

Ref.	Action	Lead													Corrective Action
			July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
15.1	Ombudsman Complaints (Customer Feedback System)														
15.1.2	Set up Customer complaints system project team, develop project plan	DP													

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	and acceptance criteria.														
15.1.3	Setup pilot implementation	DP													
15.1.4	Draw up training plan	DP													
15.1.5	Draw up rollout plan and implement	DP													
15.1.6	Conduct system evaluation against business case	DP													
15.2	Reduced Demand														
15.2.1	Develop corporate Customer Access Strategy as part of Customer First Strategy Review	DP													
15.2.2	Conduct promotion of website and automated payment systems	DP													
15.2.3	Arrange monthly meetings with back office services to discuss CSC statistics and service delivery issues.	DP													
15.3	Switch Off Voicemail? (Suspended subject to Cabinet approval).														
15.3.1															
15.3.2															
15.3.3															
15.3.4															
15.3.5															

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Ref.	Action	Lead	July	Aug	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
15.3.5															

PR2: Improved Governance

16.	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Policy changes as a result of Scrutiny.	Better Reports	31 March 2008	CF	Legal and Democratic Services
16.2	Member Standards reduction in cases reported	Issuing of Guidance and training based on identified issues	31 March 2008	CF	Legal and Democratic Services
16.3	Percentage of Members who feel that the climate is appropriate.	Annual Member /Officer survey	30 April 2007 (now post election)	CF	Approved Budget
Progress Update					
16.1					
16.2					
16.3					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.1	Policy changes resulting from scrutiny														
16.1.1	Reduce size of Scrutiny Steering Board to 7 members with specific rolls and responsibilities	CF													
16.1.2	Deliver training to scrutiny steering board	CF													
16.1.3	Deliver overview and scrutiny training to Cabinet members	CF													
16.1.4	Develop process where CMT and Scrutiny Champions can influence the SSB work programme in line with Corporate Objectives and Priorities	CF													
16.1.5	Train elected members to sit as SSB Chairman	CF													
16.2	Member standards														
16.2.1	Member Induction Session delivered to all members	CF													
16.2.2	Code of conduct/Declaration of Interest/Hat wearing training delivered to all members	CF													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.2.3	Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from TNAs	CF													
16.2.4	Adoption of New Code Of Conduct	CF													
16.2.5	Training and support for all members on Full Council Procedure Rules and Protocols	CF													
16.3	Improved Member relations														
16.3.1	Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board	CF													
16.3.2	Set up protocol for managing the Full Council Meeting	CF													
16.3.3	Member training delivered in accordance with Member Development Programme	CF													
16.3.4	Develop the roll of the Leader of the Opposition	CF													
16.3.4	Weekly meeting between Leader and Chief Executive.	KD													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
16.3.5	Monthly meeting between Leader of Opposition and Chief Executive.	KD													

PR3: Spatial Business Project

17	Expected Outcome	Accurate and integrated customer data													
Ref.	Measures of Success	Actions Required	Timescales										Lead	Resources	
17.1	New and better Customer Standards Less complaints caused by poor data	Delivery of the Implementation plan	30 April 2008										DP	Approved Budget Contract with MDA	
Progress Update															
17.1															

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
17.1	Accurate and integrated customer data (Spatial)														
17.1.1	Implement Electronic Document Management system	DP													
17.1.2	Conduct BPM exercise and produce 'as is'	DP													

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	statements														
17.1.3	Implement new planning system.	DP													
17.1.4	Implement new licensing module.	DP													
17.1.5	Identify savings for 2008/09 onwards from new systems and BPR and feed into budget.	HoS													
17.1.6	Implement new business processes.	HoS													

PR4: Improved Partnership Working					
15.	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	£0.5m Annual Saving Reduced number of Operator accidents	New collection starts March 2009	31 March 2009	MB	Worcester County Council County Council Approved Budget
18.2	35 Outcome Measures	Six monthly reporting by Worcestershire LSP	31 March 2007	HB	Bromsgrove Partnership
18.3	% satisfaction with leisure centre offer	Usage numbers. Surveys of users	31 October 2007	JG	Culture and Communities, Human Resources & Organisation

Appendix 2 - Improvement Plan: 2007/08 Update

PR4: Improved Partnership Working					
15.	Expected Outcome	Introduce co- mingled recycling			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Leisure transfer			Development and external legal support.
Progress Update					
18.1					
18.2					
18.3					

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Ref.	Action	Lead													Corrective Action	
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June		
18.1	£0.5m annual saving															
18.1.1	Attendance at Worcestershire Waste Management Partnership.															
18.2	Delivery of District contribution to LAA targets															
18.2.1	Consultation on Bromsgrove Partnership Community Strategy	HB														
	Agreement of Community Strategy by Full Council	HB														
18.2.2	Endorsement of County contribution to Strategy by County Cabinet.	HB														
18.2.3	Development of performance framework	HB														

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	documents for partnership														
18.2.4	Commence quarterly reporting.	HB													
18.3	Satisfaction with leisure centre offer														
18.3.1	Review and revise the sports centres programmes to met customer requirements and increase usage.	JG													
18.3.2	Review and revise the marketing schedules to increase market penetration.	JG													
18.3.3	Review the customer consultation systems and implement a revised annual satisfaction survey. To Include reprofiled budgets to meet issues identified following the survey/ongoing feedback.	JG													
18.3.4	Submit a committee report for the implementation of a leisure trust for the delivery of the Council's Sports Centres.	JG													
18.3.5	Develop the phase 2 proposals for Health & Fitness Provision at the	JG													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Dolphin centre and complete the works.														
18.3.6	Implement a Leisure Trust for the delivery of the Sports Centres. To include agreed performance monitoring, user satisfaction ratings and maintenance of Quest quality assurance	JG													

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HR&OD1: Learning and Development

19 Expected Outcome Modern Councillors					
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
19.1	CMT survey of Member Competence Evaluation of Modern Councillor Programme	Completion of Modern Councillor Programme	31 July 2007	HP/JP	Member Training Budget Approved
19.2	Improvements in five Determinants of Job Satisfaction [Employee Survey]	Completion Of Mandatory element of training All Mangers have personal and skills development plans in place.	On Going	HP/JP	All Managers
19.3	liP re accreditation	liP Action Plan on target	30 September 2007	JP/HP	Named individuals in plan

Appendix 2 - Improvement Plan: 2007/08 Update

HR&OD1: Learning and Development					
19	Expected Outcome	Modern Councillors			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	achieved				
Progress Update					
19.1					
19.2					
19.3					

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
19.1	Member Development														
19.1.1	Training Needs Analysis	CF													
19.1.2	Delivery of Member Development Programme in accordance with timescales	CF													
19.1.3	Training aligned with Constitutional Reform	CF													
19.1.4	Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review														
19.2	Management Development Strategy (see 20.)														
19.2.1															
19.2.2															

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
19.2.3															
19.2.4															
19.2.5															
19.3	Investors In People Accreditation (see 20.3 and 20.4)														
19.3.1															
19.3.2															
19.3.3															
19.3.4															
19.3.5															

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HR& OD 2: Modernisation

20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
20.1	The alignment of People to service objectives.	Service workforce Plans reviewed by HR&OD	30 September 2007	JP/HP	Approved Corporate budget Service managers
20.2	Equal pay for equal work	Proposed new pay structure and terms and conditions developed	30 April 2008	JP/HP	Approved single status budget. WMLGA
20.3	Consistency in people management [Employee survey]	Fewer grievances Fewer complaints	31 March 2008	JP/HP	HR&OD Department

Appendix 2 - Improvement Plan: 2007/08 Update

HR& OD 2: Modernisation					
20	Expected Outcome	Workforce Planning			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
Progress Update					
20.1					
20.2					
20.3					
20.4					
20.5					

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Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
20.1	Workforce Planning (suspended until Single Status delivered, subject to Cabinet approval).														
20.1.1	Pre-planning	JP													Re-programme to 08/09.
20.1.2	Data collection	JP													Re-programme to 08/09.
20.1.3	Assessment of Current position	JP													Re-programme to 08/09.
20.1.4	Future needs and scenario planning	JP													Re-programme to 08/09.
20.1.5	Gap Analysis	JP													Re-programme to 08/09.
20.1.6	Strategy and Action Plan	JP													Re-programme to 08/09.
20.1.7	Evaluation	JP													Re-programme to 08/09.
20 2	Single Status														

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
20.2.1	Undertake and Complete Job Evaluation (JE) programme	JP													
20.2.2	Audit JE outcomes.	JP													
20.2.3	Translate into Pay Structure/Pay Modelling.	JP													
20.2.4	Terms and Conditions Negotiations (including Pay Protection).	JP													
20.2.5	Communicate results.	JP													
20.2.6	Ballot of Staff	Trade Unions													
20.2.7	Implement.	JP													
20.3	Policy Development														
20.3.1	Review, develop, consult, train and Implement on all HR policies and procedures as detailed in the People Strategy	JP/DS/LS													
20.4.	Management Development Strategy														
20.4.1	Evaluate PDR Process	JP/HP													
20.4.2	Evaluate Modern Manager Framework	JP/HP													
20.4.3	Evaluate Manager Induction	JP/HP													
20.4.4	Deliver Management	JP/HP													

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
	Conferences														
20.5	Investors In People Accreditation														
20.5.1	April 2007 mid term management review	JP/HP													
20.5.2	Report and result on mid term review	JP/HP													
20.5.3	Revise Organisational Development (OD) Action Plan	JP/HP													
19.3.4	Implement OD Action Plan April 2007 – April 2008	JP/HP													
20.5.5	Monitor OD Action Plan at CMT monthly	JP/HP													
20.5.6	Final Re-inspection April 2008	JP/HP													

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HR&OD 3: Positive Employee Climate					
21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
21.1	Improvements in five determinants of job satisfaction [Employee	liP Re accreditation	31 July 2007 30 April 2007	JP/ HP	HR&OD

Appendix 2 - Improvement Plan: 2007/08 Update

HR&OD 3: Positive Employee Climate					
21	Expected Outcome	Employee Satisfaction.			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	Survey] liP report	Staff Forums			
21.2	Increase in successful recruited at first attempt Work force more representative of the population Reduced turnover of staff	Increase in applications Increase in applications Percentage of staff who have applied for a job outside the Council in the last year [Employee Survey].	In place In place 31.March 2008 31.March 2009	JP/HP	Human Resources and Organisational Development team
21.3	No industrial action	Climate questionnaire sent to union Liaison group	On going	JP/HP	Human Resources and Organisational Development team
Progress Update					
21.1					
21.2					
21.3					

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Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
21.1	Employee satisfaction														
21.1.1	Survey Employees	JP/HP													Undertaken in May 2007.
21.1.2	Analyse Results	JP/HP													Undertaken in June 2007
21.1.3	Report findings	JP/HP													
21.1.4	Determine Action Plan	JP/HP													
21.1.5	Communicate results	JP/HP													
21.5.6	Implement Action Plan	JP													
21.5.7	Undertake 2008/09 Survey														
21.2	Recruitment and Retention														
21.2.1	Monthly analysis of turnover and vacancies	JP/DS/LS													
21.3	Industrial Relations														
21.3.1	Monthly Union Liaison Meetings	JP/DS/LS													
21.3.2	Seek feedback from trade unions as part of customer survey for HR&OD Department	JP													

Appendix 2 - Improvement Plan: 2007/08 Update

HR&OD 4:					
22	Expected Outcome	Performance Culture			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
22.1	Percentage of staff who understand what they are contributing to the Councils objectives	100% of PDRs completed	30 April 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.2	Reduction in the number of Industrial tribunals Percentage of staff in Capability Procedure	Percentage of staff in Capability Procedure Requests for advice and support from managers.	On –going 2008/2009	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
22.3	Percentage of staff who understand what their team’s contribution is to the Councils Objectives	100% Team action plans completed.	31 October 2007 31 July 2007	JP/HB	HR&OD Department and Corporate Communications, Policy and Performance Team
Progress Update					
22.1					
22.2					
22.3					

Appendix 2 - Improvement Plan: 2007/08 Update

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
22.1	Personal Development review process														
22.1.1	Review 2007/08 PDR process.	JP/HP													
22.1.2	Agree and communicate 2008/09 changes.														
22.2.2	Complete 2008/09 PDRs.	JP/HP													
22.2	Correct use of capability procedure														
22.2.1	12 monthly review from implementation of revised policy	JP/DS/LS													
22.3	Performance Culture														
22.3.1	Link review of PDR process to business planning process.	JP													
22.3.2	Agree forms for team action planning making link to COs and priorities.	JP													

It is important that the Council addresses the recommendations made in the Audit Commission's CPA report. The Council wrote a self aware self assessment. As a result, the key deliverables in the Council Plan 2007/2010 address the Audit Commission's recommendations. The Audit Commission's recommendations and the relevant part of the 2007/08 Improvement Plan are cross referenced below.

CPA Ref.	Recommendation	Imp Plan Ref.	Response
13.1	Base service planning and delivery on the outcomes of both evidence based needs assessment and inclusive consultation.	14.1	<p>The Council is currently undertaking a Customer Panel survey on its priorities and those of the draft Community Strategy.</p> <p>A second survey will be conducted in November.</p> <p>The Equalities Forum, two pilot Area Committees and Staff Champions group are all part of a participatory budget exercise.</p> <p>Together Bromsgrove will include a budget consultation exercise. Further budget focus groups will be undertaken in the Autumn.</p> <p>The Community Strategy will go out to an 8 week public consultation period.</p>
13.2	Make customer satisfaction a key deliverable for all managers and staff, and take robust and timely action to address satisfaction.	4./17.1	Review of customer standards in business plans as part of Customer First Part 2 training and 2008/09 business planning.

		5.2	<p>Publication of customer standards (internal and external).</p> <p>Implementation of Customer Complaints System.</p> <p>Further improvements between “back office” and Customer Service Centre.</p> <p>Identification teams to go forward for Charter Marks and development of action plans to gain accreditation.</p>
14.1	Develop the knowledge and strategic leadership skills of all councillors by establishing their training needs and implementing a comprehensive training plan. This should include opportunities for individual and group mentoring, exposure to how other councils do things and participation in leadership programmes.	16/19	<p>Training Needs Analysis.</p> <p>Delivery of Member Development Programme in accordance with timescales (Claire may want to add more here on planned content e.g. mock Full Council).</p> <p>Training aligned with Constitutional Reform</p> <p>Evaluation of Programme through Member Satisfaction Survey and Ethical Standards Review.</p>
14.2	Require professional working relationships between political groups and between councillors and officers.	16.2 16.3	<p>Member Induction Session delivered to all Members.</p> <p>Code of conduct/Declaration of Interest/Hat</p>

			<p>wearing training delivered to all members.</p> <p>Structured Member induction Programme with defined rolls and responsibilities developed in accordance with results from training needs analysis.</p> <p>Adoption of New Code Of Conduct.</p> <p>Training and support for all members on Full Council Procedure Rules and Protocols.</p> <p>Quarterly meetings between the Chairman of SSB Audit Board and Performance Management Board.</p> <p>Set up protocol for managing the Full Council Meeting.</p> <p>Member training delivered in accordance with Member Development Programme.</p>
15.1	Establish the management capacity and skills to deliver the requirements of both corporate recovery and operational service improvements.	<p>11.2</p> <p>20.1</p> <p>20.4</p>	<p>Senior management restructure.</p> <p>Implementation of work force planning.</p> <p>Management Development Strategy evaluation and continued rollout (PDR process and modern manager framework).</p>

		20.5	Investors in People Accreditation.
15.2	Integrate value for money into the culture of the Council and its partnerships enabling resources to be saved and redirected to support corporate priorities.	11.1 11.2 11.3	Review of departmental VFM action plans. Transfer of services as a result of market testing. Monitoring of VFM achieved (cost and quality). Regular reporting to Members. Exploration of combined service market testing. Analysis of statistical information and further challenge of departments.
15.3	Use partnership working to enhance capacity and delivery shared priorities efficiently and effectively.	See 16.3 below.	See 16.3 below.
16.1	Integrate performance management with both resource and risk management.	14.1 14.2	Comprehensive approach to budget priorities consultation. Integrated timetable for production of Council Plan/MTFS and Annual Reports (separate report to CMT 05 June). Head of Financial Services and Assistant Chief Executive now meet each month to review integrated timetable.

		13.4	Corporate risk register and departmental risk registers regularly reviewed and based on Council's priorities and departmental key deliverables.
16.2	Use the scrutiny function to effectively hold the Executive to account particularly relating to major investments such as the spatial project.	16.1	<p>Audit of Overview and Scrutiny. Constitution update.</p> <p>Identification of scrutiny officer champions.</p> <p>Reduction in Scrutiny Steering Board (SSB) numbers.</p> <p>Training for SSB and Cabinet Members. Appointment of Leader of Opposition to Chair SSB.</p> <p>Develop process for CMT/champions to influence programme in line with COs and priorities.</p>
16.3	Manage the performance of partnerships in delivery shared ambitions and priorities (and enhance capacity).	18.2	Delivery of contribution to LAA targets (including agreeing a new SMART Community Strategy and establishing a project and performance management framework to support the interface between the LSP Board and project/theme groups).

		18.3	Leisure provision transfer to a trust.
		7.3	Potential expansion of neighbourhood wardens.
		7.2	Continued work with Police on PACT and evaluation of approach through Capacity Building money.
		4.2	Continued work with County Council on Customer Service Centre.
		3	Continued work with RSLs on affordable housing target.
		2. and 1.	Continued work with partners on AAP for Lonbgridge and town centre.

BROMSGROVE DISTRICT COUNCIL

11 JULY 2007

PERFORMANCE MANAGEMENT BOARD

MAY (PERIOD 2) 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 May 2007 (period 2).

2. RECOMMENDATIONS

- 2.1 That the Board notes that 80% of indicators are improving or stable at the period end, compared to 60% in the previous period.
- 2.2 That the Board notes that 66% of indicators are achieving their targets at the period end, compared to 63% in the previous period.
- 2.3 That the Board notes and celebrates the successes as outlined in section 4.4.
- 2.4 That the Board notes the potential areas for concern set out in section 4.5, considers the corrective action being taken and considers whether to make any recommendations to Cabinet.

3. BACKGROUND

- 3.1 This report continues the monthly reporting process which commenced in July 2006. This is the second report for the new financial year and it includes the revised set of PI's for monthly reporting.

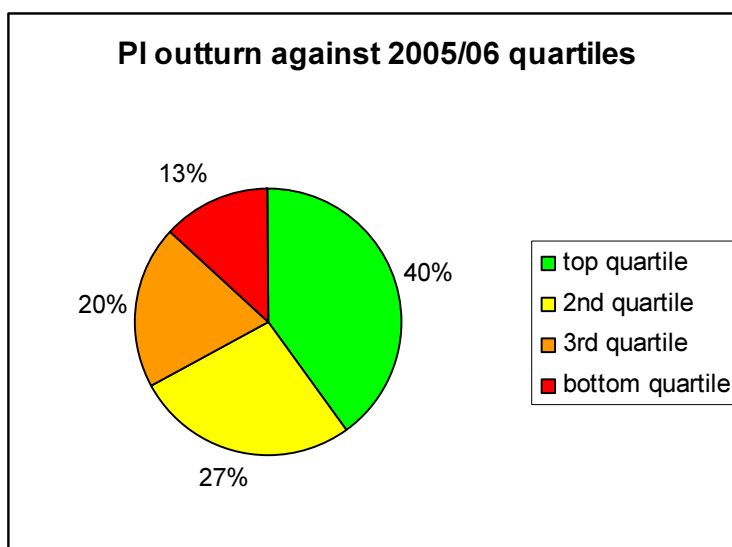
4. PROGRESS IN THE PERIOD

- 4.1 The summary of performance is shown at **Appendix 1**. The full list of performance indicators due to be reported monthly is set out in **Appendix 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

4.2 From the summary of performance it can be seen that 28 PI's (80%) have improving or stable performance in May compared to 21 (60%) in April, 7 PI's (20%) have declining performance in May compared to 13 (37%) in April. All PI's except one (Robberies) have an estimated outturn on target, whereas two PI's had estimated outturns below target last month. Outturn for one PI (BV12) has worsened and one (depot complaints) has improved. 67% of the BVPI's reported are projected to outturn above the median (the same as last month), however only 15 BVPI's are included in this monthly report so that figure will not necessarily translate into a similar figure at the year end when all BVPI's are counted.



4.3 Six of the PI's have continued to improve in May having already improved in April. In addition ten PI's have moved from a worsening position in April to an improving position in May. These successes should be noted and celebrated.

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

- BV78b – processing change in circumstances – Slippage in April has been recovered; performance has improved and is not on target.
- Customer Services centre PI's – previous good performance maintained and improvements to the average speed of answer (although still below target).
- Streetscene and Waste Management performance generally, previous good performance maintained and, in some cases, improved – e.g. missed collections.
- Planning performance generally – high performance achieved in April has been maintained during May
- Vehicle crime is reduced and now well below target.

4.5 Three indicators continued to worsen in performance in May, following a decline in April, BV78a being of potential concern. Altogether there are four indicators which are of potential concern as follows :-

- BV78a – Eclipse workflow problems have resulted in missing claims affecting time to process. Meetings have been held (in early June) with the IT system supplier to ensure they are aware of the consequences of the system problems and to impress upon them the need for improvement in their system availability. The supplier has responded positively, some of the problems have been resolved and a programme is being put in place to address the remainder. Early indications for June figures show an improvement, which is expected to continue through into July figures.
- BV8 – Invoices paid on time – there has been a slight improvement in performance in May compared to April, but still below monthly target. Performance clinics held in June have resulted in a number of improvement actions being implemented, which should result in improved performance, but this PI needs to continue to be closely monitored and appropriate actions taken to ensure target is met. Early indications for June performance suggests these actions are having a positive effect, with the June figure estimated to be about 97.8% - which would be better than target.
- BV12 – Sickness – There was an 18% increase in sickness rates in May, compared to April. If sickness absence were to continue at this rate for the rest of the year then the outturn would be 9.95 days against the target of 9 days (i.e. Red). In order to meet the target then sickness figures need to average no more than 0.745 days per employee per month for the remainder of the year, which is only just above the low (i.e. good) figure achieved in March and April. Improvement actions being implemented following performance clinics and reductions in long term sickness which will take effect after June should result in improvements, but this PI needs to continue to be closely monitored and appropriate actions taken if target is to be met
- The number of robberies has worsened in May and is now nearly double the target figure to date. The Police are investigating this. Five crimes occurred in Rubery over a short period (believed to be perpetrated by a group of young males operating from West Midlands). Additional Police resources have been put into Rubery for reassurance and detection purposes. GOWM have also flagged this up as an area of potential concern. Crime figures in Bromsgrove are relatively low and thus overall figures are susceptible to spikes in this situation. Had the incidents in Rubery not occurred this PI would be virtually on target (actual of 8 against target of 7). According to the latest figures available from the Home Office, comparator crime figures (the basket of crimes that all Community Safety Partnerships are measured on) have fallen by 4.7% in May (compared to April).

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	at Leader's Group
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 May 2007
- Appendix 2 Detail Performance report for May 2007
- Appendix 3 Detailed figures to support the performance report

13. BACKGROUND PAPERS

None

CONTACT OFFICER

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Tel: (01527) 881602

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SUMMARY - Period 1 (April) 2007/08					
Monthly (April) performance					
	No.	%		No.	%
Improving or stable.	22	63%	On target	23	66%
Declining	13	37%	Missing target by less than 10%	5	14%
No data	0	0%	Missing target by more than 10%	7	20%
			No data	0	0%
Total Number of Indicators	35	100%	Total Number of Indicators	35	100%

SUMMARY - Period 1 (April 2007/08)					
Estimated Outturn					
	No.	%		No.	%
On target	30	86%	1st quartile	6	40%
Missing target by less than 10%	0	0%	2nd quartile	4	27%
Missing target by more than 10%	1	3%	3rd quartile	3	20%
No data	4	11%	4th quartile	2	13%
			(2005/06 quartiles used)		
total	35	100%	total*	15	

* only BVPI's with quartile data are counted

SUMMARY - Period 2 (May) 2007/08					
Monthly (May) performance					
	No.	%		No.	%
Improving or stable.	28	80%	On target	23	66%
Declining	7	20%	Missing target by less than 10%	8	23%
No data	0	0%	Missing target by more than 10%	4	11%
			No data	0	0%
Total Number of Indicators	35	100%	Total Number of Indicators	35	100%

SUMMARY - Period 2 (May) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	34	97%	1st quartile	6	40%
Missing target by less than 10%	0	0%	2nd quartile	4	27%
Missing target by more than 10%	1	3%	3rd quartile	3	20%
No data	0	0%	4th quartile	2	13%
			(2005/06 quartiles used)		
total	35	100%	total*	15	

* only BVPI's with quartile data are counted

Ref	Description	Report - ed?	Cum or Snap?	2006/07		Quartile Data (05/06)						2007/08				Comments (inc. budgetary)		
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn		Est. Outturn Target &Trend	Est. Outturn Quartile
Chief Executive's Department																		
LPI CEOACE	% of press articles which enhance our reputation	M	C	84.00	n/a	n/a	n/a	80.00	73.84	W	80.00	69.12	W	80.00	80.00	S	n/a	outcome not as good as usual but this was election month and we had more negative letters than usual
Legal & Democratic Services																		
BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	0	n/a	n/a	n/a	0.00	0.00	S	0.00	0.00	S	0.00	0.00	S	n/a	On target
BV175	The percentage of those racial incidents that have resulted in further action	M	C	100	4	H	100	100.00	100.00	S	100.00	100.00	S	100.00	100.00	S	1	No reported incidents requiring further action
Human Resources & Organisational Development																		
BV12	The average number of working days lost due to sickness.	M	C	10.66	3	L	9.54	0.65	0.71	S	1.46	1.49	W	9.00	8.94	W	2	Sickness levels increased in May bringing the projected figure close to the Councils target of 9. In order for the target to be achieved sickness levels need to be managed.
LPI Human Resources	% of staff appraisals undertaken	M*	C	99.00	n/a	n/a	n/a	100.00	67.00	W	100.00	98.00	I	100.00	100.00	S	n/a	
Financial services																		
BV78a	The average number of days taken for processing new claims.	M	C	31.13	3	L	31.00	28.00	34.10	W	28.00	35.48	W	28.00	28.00	S	2	Iclipse workflow problems have resulted in missing claims affecting time to process. Meetings have been held (in early June) with the IT system supplier to ensure they are aware of the consequences of the system problems and to impress upon them the need for improvement in their system availability. The supplier has responded positively, some of the problems have been resolved and a programme is being put in place to address the remainder. Early indications for June figures show an improvement, which is expected to continue through into July figures.
BV78b	The average number of days taken for processing changes in circumstances	M	C	8.04	1	L	11.90	10.00	14.31	W	10.00	9.95	I	9.00	9.00	S	2	Within target and improving
BV79bii	The percentage of recoverable HB (all years outstanding) overpayments recovered.	M	C	30.99	3	H	34.11	2.08	2.85	I	4.16	7.27	I	30.00	30.00	S	4	Overpayments continue to be monitored weekly

Ref	Description	Report - ed?	Cum or Snap?	2006/07		Quartile Data (05/06)		2007/08						Comments (inc. budgetary)				
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend		Target	Est. Outturn	Est. Outturn Target &Trend	Est. Outturn Quartile
BV8	Percentage of invoices paid on time	M	C	94.74	3	H	95.00	97.00	94.38	W	97.00	94.66	I	97.00	97.00	S	4	A slight improvement on April but remains below target. Weekly lists are distributed to HoS with target dates for return of invoice in order to be paid on time. In May there were 32 invoices paid late with 10 Planning & 9 Culture & Community Performance " clinics " have been held with the HOS and Improvement Director to identify areas of concern and actions to improve. Early indications for June performance suggests these actions are having a positive effect, with the June figure estimated to be about 97.8% - which would be better than target.
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.11	11.07	12.00	I	20.75	19.80	S	98.80	98.80	S	3	Slight decline in collection to target on month - remain on target for outturn
BV10	Percentage of Non-Domestic Rates collected.	M	C	98.20	4	H	99.00	9.70	9.50	S	18.51	20.30	I	98.80	98.80	S	4	Improvement in month

E-Government & Customer Services

Page 155	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	n/a	-	8,410			6,399		-	n/a	n/a	hub demonstrates that the call volumes taken by the Bromsgrove contact centre are much higher than our neighbouring contact centres (e.g. Wyre Forest Worcester City and Malvern Hills) On average during the period December '06 – May'07 we handled 5500 more calls per month When call volumes are lower, for example in the periods October & November 2006, the performance of the Bromsgrove Contact Centre was considerably improved. As calls are mostly generated as a result of action or lack of action from services we are currently working across all areas of the council to understand what is driving the call volume with the objective identifying what action can be taken to reduce the volumes and improve overall service.		
	CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a	-	7,718			7,310		-	n/a	see above		
	CSC	Resolution at First Point of Contact all services (percentage)	M	C	83.00	n/a	n/a	n/a	85.00	90.38	I	85.00	91.00	S	85.00	85.00	S	n/a	performance continues to be above target
	CSC	Average Speed of Answer (seconds)	M	C	48	n/a	n/a	n/a	20.00	67.00	W	20.00	47.00	I	20.00	20.00	S	n/a	Telephone performance demonstrating improvement as overall call volumes begin to fall which fits the call profile expected for the year
	CSC	% of Calls Answered	M	C	76	n/a	n/a	n/a	85.00	60.00	W	85.00	87.00	I	85.00	85.00	S	n/a	Telephone performance demonstrating improvement as overall call volumes begin to fall which fits the call profile expected for the year
	LPI IT Services	% of helpdesk call closed within timescales	M	C	83.99	n/a	n/a	n/a	86.00	92.88	W	86.00	95.45	I	86.00	86.00	S	n/a	Consistently exceeding the monthly targets.

Street Scene & Waste Management

Ref	Description	Report - ed?	Cum or Snap?	2006/07		Quartile Data (05/06)		April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	2007/08				Comments (inc. budgetary
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)							Target	Est. Outturn	Est. Outturn Target &Trend	Est. Outturn Quartile	
BV82ai	The percentage of household waste that has been recycled	M	C	21.42	2	H	18.50	18.32	17.44	W	17.00	18.79	I	21.50	21.50	S	2	Still awaiting bring site can tonnage. Percentage is kept low this time of year due to large volumes of green waste collected
BV82bi	The percentage of household waste that has been composted	M	C	8,242.31	1	H	8.29	30.31	33.78	I	30.00	30.30	W	19.60	20.00	S	1	High volumes of green waste as per last year
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	95.00	2	H	87.00	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	1	8 vehicles reported and 8 responded to within timescale
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	95.00	1	H	77.50	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	1	6 vehicles to be removed and 6 removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	82.00	n/a	n/a	n/a	95.00	100.00	I	95.00	100.00	S	95.00	100.00	S	n/a	5 incidents reported and 5 removed within timescale
LPI Depot	% of fly tips dealt with in response time	M	C	96.00	n/a	n/a	n/a	95.00	97.50	I	95.00	100.00	I	95.00	97.50	S	n/a	80 incidents reported and 80 dealt with within timescale
LPI Depot	Number of missed household waste collections	M	C	1630	n/a	n/a	n/a	133	99	I	266	172	I	1,596	1,188	S	n/a	73 missed collections in May
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	66	31	I	132	62	I	800	372	S	n/a	30 missed collections in May
LPI Depot	Number of written complaints	M	C	334	n/a	n/a	n/a	22	27	W	44	38	I	264	148	I	n/a	11 complaint letters in May
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	94.00	n/a	n/a	n/a	95.00	89.90	W	95.00	93.07	I	95.00	95.00	S	n/a	103 appeals of which 99 were dealt with within timescale

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	73.00	2	H	66.67	55.00	100.00	I	55.00	88.00	I	60.00	60.00	S	3	3 out of 3 =100%. This includes an application Members overturned and had to go through the Departure procedure, but which was still determined in time due to due effort.
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	72.00	3	H	74.01	77.00	92.00	I	77.00	78.00	S	65.00	65.00	S	4	15 out of 19 = 79%. Performance in this category was exceptional in April and as such this represents a fall of 13%. 79% is however a truer reflection of long term performance in this category. Officers have been reminded on the importance of addressing this category.
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	84.00	3	H	88.23	89.00	100.00	I	89.00	91.00	S	80.00	80.00	S	4	61 out of 67 = 91%. Well in excess of BVPI standard, but a 9% reduction in relation to April in which performance was very good.
BV204	The percentage of planning appeal decisions allowed	M	C	27.80	n/a	n/a	n/a	40.00	0.00	I	40.00	0.00	S	33.00	33.00	S	n/a	This BVPI requires less than 40% of appeals to be allowed. We had one appeal decision (Wythall nurseries Silver Street) relating to inappropriate development in the green belt. A fairly straight forward policy issue which was dismissed. We have won all 3 appeals determined this year.

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C		n/a	n/a	n/a	33	32	S	67	66	W	404	396	S	n/a	Under Target
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	92	102	W	185	187	I	1114	1122	S	n/a	On Target

Ref	Description	Report - ed?	Cum or Snap?	2006/07		Quartile Data (05/06)		2007/08						Comments (inc. budgetary)				
				Actuals	Quartile	Higher or lower	Median (05/06 quartile)	April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend		Target	Est. Outturn	Est. Outturn Target &Trend	Est. Outturn Quartile
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	3	5	W	7	13	W	42	62	S	n/a	The number of robberies has worsened in May and is now nearly double the target figure to date. The Police are investigating this. Five crimes occurred in Rubery over a short period (believed to be perpetrated by a group of young males operating from West Midlands). Additional Police resources have been put into Rubery for reassurance and detection purposes. GOWM have also flagged this up as an area of potential concern. Crime figures in Bromsgrove are relatively low and thus overall figures are susceptible to spikes in this situation. Had the incidents in Rubery not occurred this PI would be virtually on target (actual of 8 against target of 7). According to the latest figures available from the Home Office, comparator crime figures (the basket of crimes that all Community Safety Partnerships are measured on) have fallen by 4.7% in May (compared to April).
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	76	72	S	152	127	I	917	762	S	n/a	Reduction as a result of measures put in place by the Community Safety Partnership.
LPI Community Services	Number of attendances at arts events	M	C	18,515	n/a	n/a	n/a	250	265	S	775	540	I	23,000	23,000	S	n/a	The decrease in audience attendance is accounted for by 5 of the events being outside, 1 event was rained off and at 2 other events it rained during the events, thus having an impact on audience attendance.
LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	64,171	65,143	S	125,957	129,076	W	621,600	621,600	S	n/a	Dolphin usage above target. Haybridge usage below target as a limited programme is being run due to difficulties in recruiting coaching staff.

Monthly Performance detailed figures

Ref	Description	Freq	C or S	2007/08 Monthly Performance figures											
				Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.

Chief Executive's Department

LPI CEOACE	% of press articles which enhance our reputation	M	C	Target												
				Actual	73.84	64.78										

Legal & Demorcatc Services

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	Target	0.00	0.00										
				Actual	0.00	0.00										
BV175	The percentage of those racial incidents that have resulted in further action	M	C	Target	100.00	100.00										
				Actual	100.00	100.00										

Human Resources & Organisational Development

BV12	The average number of working days lost due to sickness.	M	C	Target	0.73	0.73										
				Actual	0.71	0.84										
LPI Human Resources	% of staff appraisals undertaken	M*	C	Target	100.00	100.00										
				Actual	67.00	98.00										

Financial Services

BV78a	The average number of days taken for processing new claims.	M	C	Target	28.00	28.00										
				Actual	34.10	36.44										
BV78b	The average number of days taken for processing changes in circumstances	M	C	Target	10.00	10.00										
				Actual	14.31	6.14										
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	Target	25.00	25.00										
				Actual	2.85	4.42										
BV8	Percentage of invoices paid on time	M	C	Target	97.00	97.00										
				Actual	94.38	94.91										
BV9	Percentage of Council Tax collected	M	C	Target	11.07	9.68										
				Actual	12.00	7.80										

Monthly Performance detailed figures

BV10	Percentage of Non-Domestic Rates collected.	M	C	Target	9.70	8.80										
				Actual	9.50	10.80										

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target												
				Actual	8,410	6,399										
CSC	Monthly Call Volume Council Switchboard	M	S	Target												
				Actual	7,718	7,310										
CSC	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00										
				Actual	90.77	90.00										
CSC	Average Speed of Answer (seconds)	M	C	Target	20.00	20.00										
				Actual	67.00	47.00										
CSC	% of Calls Answered	M	C	Target	85.00	85.00										
				Actual	60.00	87.00										
LPI IT Services	% of helpdesk call closed within timescales	M	C	Target		86.00										
				Actual	92.88	95.45										

Street Scene & Waste Management

BV82ai	The percentage of household waste that has been recycled	M	C	Target		17.00										
				Actual	17.44	18.79										
BV82bi	The percentage of household waste that has been composted	M	C	Target		30.00										
				Actual	33.78	30.30										
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	Target	95.00	95.00										
				Actual	100.00	100.00										
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00										
				Actual	100.00	100.00										
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00										
				Actual	100.00	100.00										
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00										
				Actual	97.50	100.00										
LPI Depot	Number of missed household waste collections	M	C	Target	133	133										
				Actual	99	73										
LPI Depot	Number of missed recycle waste collections	M	C	Target	66	66										
				Actual	31	30										
LPI Depot	Number of written complaints	M	C	Target	22	22										
				Actual	27	11										

Monthly Performance detailed figures

LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	Target	95.00	95.00											
				Actual	89.90	96.12											

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	Target	55.00	55.00											
				Actual	100.00	88.00											
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	Target	77.00	77.00											
				Actual	92.00	78.00											
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	Target	89.00	89.00											
				Actual	100.00	91.00											
BV204	The percentage of planning appeal decisions allowed	M	C	Target	40.00	40.00											
				Actual	0.00	0.00											

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C	Target	33	33											
				Actual	32	34											
BV127a (proxy)	The number of violent crimes	M	C	Target	92	92											
				Actual	102	84											
BV127b (proxy)	The number of robberies	M	C	Target	3	3											
				Actual	5	8											
BV128 (proxy)	The number of vehicle crimes	M	C	Target	76	76											
				Actual	72	58											
LPI Community Services	Number of attendances at arts events	M	C	Target	250	525											
				Actual	265	275											
LPI Sports Services	Sports Centres Usage	M	C	Target	64,171	61,786											
				Actual	65,143	63,932											

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 JULY 2007

SUSTAINABLE COMMUNITY STRATEGY

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

1. SUMMARY

- 1.1 To consult the Performance Management Board on the draft Sustainable Community Strategy.

2. RECOMMENDATION

- 2.1 CMT are requested to:-

1. Consider the draft Sustainable Community Strategy and its priorities.
2. Consider making a response to the draft Sustainable Community Strategy.

3. BACKGROUND

- 3.1 The Sustainable Community Strategy is the overarching strategic document for the future direction of the District. As such, the document is critical to shaping the strategic direction of the Council. The Council Plan (page 73) shows how the Strategy is at the pinnacle of the Council's performance management framework. Whilst the key role of the Performance Management Board is to monitor the Council's performance and hold Cabinet to account, the Board, based on its knowledge of performance should have a view on the issues of importance within the District.

- 3.2 The original Community Strategy was published in 2003 and a number of key issues have taken place since that time. These include:

- The development of the Local Area Agreement (LAA).
- The requirement to rename the Community Strategy as the Sustainable Community Strategy.
- The importance of community cohesion as an integral part of the Sustainable Community Strategy.

It is therefore timely to review the plan to ensure that it becomes a sustainable strategy which aligns to the Worcestershire LAA. The Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove Local Strategic Partnership (LSP), which fits with the District's needs and aspirations, and, in those parts which are relevant, contributes to the delivery of the LAA.

- 3.3 The draft Sustainable Community Strategy has 8 priorities, which reflect both national priorities and what is important to Bromsgrove District. The priorities are based on a combination of satisfying the District's local needs (as researched/evidenced by a recent analysis by Mott McDonald – to be supplied at the Board's training – see Appendix 1) as well as addressing national priorities that apply to the District. The priorities are: Fear of Crime; Environment; Town Centre redevelopment; Longbridge regeneration; Health & Well Being; Children & Young People; Older People; and Housing. The document is attached as Appendix 2.
- 3.4 The Government is intending to introduce a standard method of performance management, with the introduction 200 national targets and a single performance management package which can apply to all partners. The draft Strategy advocates a system that compliments the current performance management framework of the LAA (so information produced for one performance management regime can be used for another), but is also capable of adaptation when the national approach is introduced. Bromsgrove is the first LSP in Worcestershire to embark on such an exercise.
- 3.5 It is appropriate to consult on the draft Strategy to request the views of the District's residents. The consultation period commenced on 25th June and will end on 31st August 2007. The "glad or grumpy" postcard campaign was developed through the LSP Communications Group. The postcard is attached as Appendix 3. To ensure that the consultation is as inclusive as possible, postcards have been sent out with a local newspaper, forms are available on the Council's website and at the street theatre during August, and there will be an article in the summer edition of "Together Bromsgrove". The Assistant Chief Executive and Senior Policy & Performance Officer will also be attending DMT's during July and August to consult with staff.
- 3.6 To ensure probity, the draft Strategy will be presented to the Equalities Forum, the Scrutiny Board, Cabinet and the Performance Management Board. Partner organisations will also take the Strategy through their own decision-making arrangements.
- 3.7 The results of the consultation will be collated during September and put to the LSP Board meeting on 26th September 2007, when the Strategy will be ratified. The completed Strategy will be taken to Cabinet in November 2007.

4. FINANCIAL IMPLICATIONS

4.1 None.

5. LEGAL IMPLICATIONS

5.1 Although the LSP is a non-statutory partnership, under the Local Government Act 2000, the Council is obliged to convene one and develop a Sustainable Community Strategy. As stated in paragraph 3.1, the Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove Local Strategic Partnership.

6. CORPORATE OBJECTIVES

6.1 This item aligns to all of the Council’s corporate objectives.

7.1 RISK MANAGEMENT

7.1 The Bromsgrove Partnership will not be able to contribute to the national agenda if the Strategy is not produced.

8 CUSTOMER IMPLICATIONS

8.1 The aim of the “grumpy or glad” consultation exercise is to ensure that we reach as many of the District’s residents as possible so that the final Strategy is based on the things that are important to our customers, as well as evidenced research.

9. OTHER IMPLICATIONS

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state ‘None’:-

Procurement Issues - None
Personnel Issues - None
Governance/Performance Management – The LSP Terms of Reference and Governance has been revised to encompass the changes and the Strategy includes a performance management framework.
Community Safety including Section 17 of Crime & Disorder Act 1988 – None.
Policy – The Government’s White Paper “Strong and Prosperous Communities” and the Local Government Work Programme “Making it happen: The Implementation Plan” illustrate that partnerships are central to building on achievements of recent to embed them into lasting reform.
Environmental – None.
Equalities and Diversity – The Strategy will be tabled at the Equalities

Forum on 2nd August 2008.

10. OTHERS CONSULTED ON THE REPORT

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

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

11. APPENDICES

Please list the appendices attached to the report as shown in the example below.

- Appendix 1 Mott McDonald Evidence
- Appendix 2 Draft Sustainable Community Strategy.
- Appendix 3 "Glad or Grumpy" postcard

12. BACKGROUND PAPERS

No further background papers.

Contact officer

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Bromsgrove Evidence Report

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1 Introduction

This document has been prepared by Mott MacDonald on behalf of Bromsgrove Partnership in order to collate and present evidence relating to the 6 blocks in Worcestershire's Local Area Agreement (LAA).

The document is structured into chapters for each of the 6 blocks, namely:

- A** Communities that are safe and feel safe (**Chapter 3**)
- B** A better environment – for today and tomorrow (**Chapter 4**)
- C** Economic success that is shared by all (**Chapter 5**)
- D** Improving health and well being (**Chapter 6**)
- E** Meeting the needs of children and young people (**Chapter 7**)
- F** Stronger Communities (**Chapter 8**)

Each of these chapters follows a similar format.

- Firstly, an introduction setting out details of the outcomes defined for that block within the LAA, together with the evidence to be considered.
- Analysis of each of the evidence sets listed in the introduction to the chapter.
- A summary of key issues arising from the analysis of the evidence.

Preceding the analysis contained in Chapter 3 for the first LAA block, Chapter 2 considers some background contextual information, in order to 'set the scene'.

Appendix 1 contains the priorities from Parish Plans, organised by LAA Block.

Some caveats should be mentioned at the start. Firstly, this document has not sought to cover every piece of evidence available to monitor LAA outcomes. Due to the time constraints for this work, much of the report draws on readily available information, and could no doubt benefit from informed and specialist knowledge and expertise. This report should at least provide a starting point for further investigation and analysis.

2 Setting the context

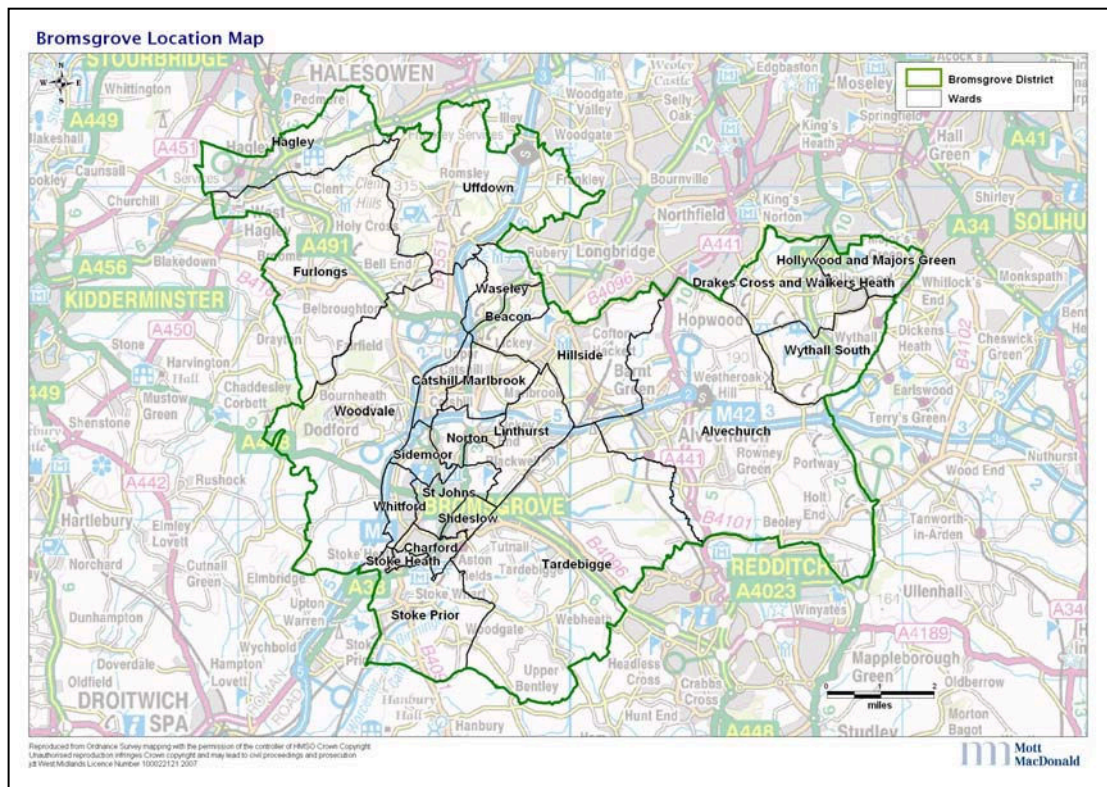
At the outset, it is important to provide some background information relating to Bromsgrove in order to inform the analysis of the data presented in subsequent chapters. This section will consider:

- Location
- Population age structure
- Population projections
- Overall index of deprivation

2.1 Location

Bromsgrove district is shown in Figure 2.1.

Figure 2.1: Bromsgrove Location Map

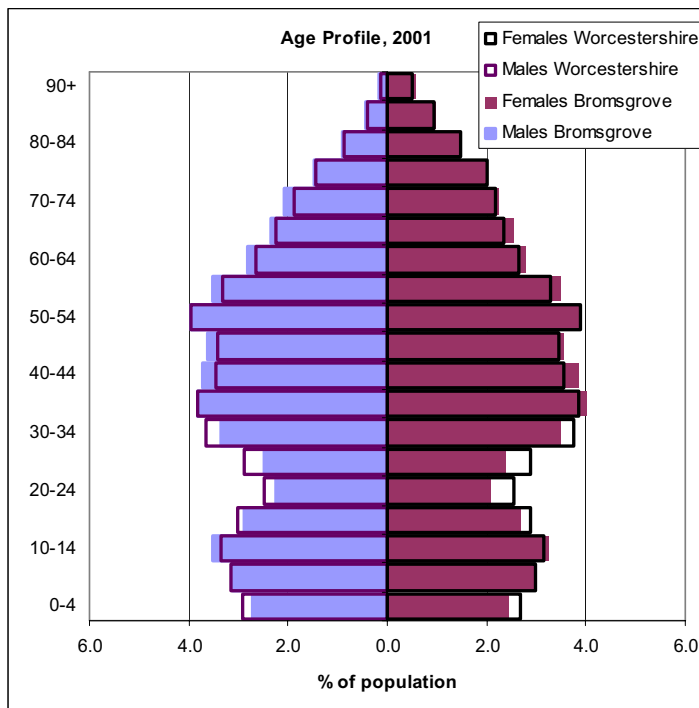


Together with the Bromsgrove district boundary, the map depicts ward boundaries as at 2006. The analysis contained within this report will primarily focus on the overall district level performance, with ward and Super Output Area (SOA) level data included where available and appropriate.

2.2 Population Age Structure

The age distribution pyramid in Figure 2.2 illustrates the proportion of the population in each age group, broken down by males and females.

Figure 2.2: Age Distribution, 2001



The age distribution pyramid for 2001 shows the greatest proportion of Bromsgrove residents are in the age groups between 35 and 59. The overall pattern of age distribution is similar to that of Worcestershire as a whole; the main differences being a lower proportion of people aged 20-34 in Bromsgrove and a slightly higher proportion of people aged 40 and over.

Source: Census, 2001

Figures 2.3 and 2.4 illustrate more specifically the distribution of young (ages 0-14) and older (aged 65 and over) people across Bromsgrove. This data is mapped at Lower Super Output Area (LSOA) level, with the ward boundaries shown for reference.

Figure 2.3 clearly depicts higher proportions of people aged 0-14 residing in parts of the central wards of Waseley, Catshill, Norton, Charford and Stoke Heath. Conversely, the more rural wards of Woodvale, Stoke Prior, Tardebigge and Alvechurch, exhibit a smaller proportion of younger people.

Figure 2.4 shows three areas where over a quarter of the population is aged 65 and over, namely parts of St Johns, Waseley and Hollywood and Majors Green wards. Alvechurch, Stoke Prior and Linthurst wards also have a high proportion of older people.

Figure 2.3 - % of people aged 0-15, 2001 (Source: Census, 2001)

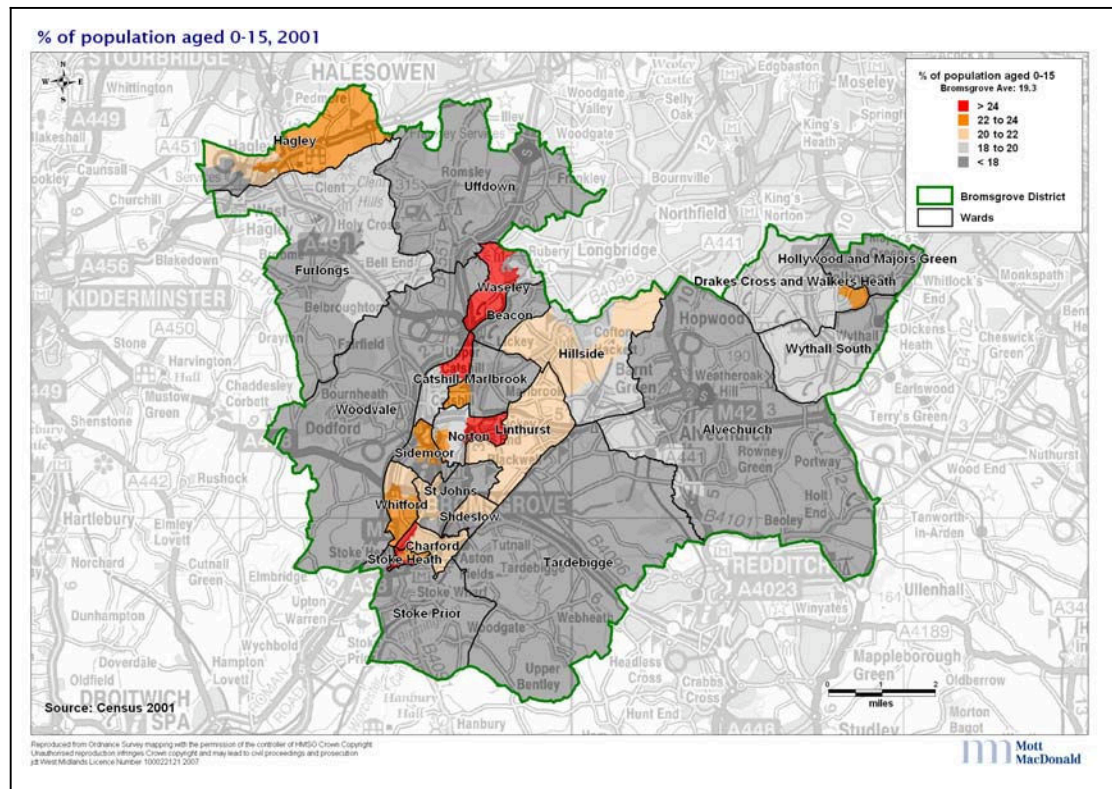
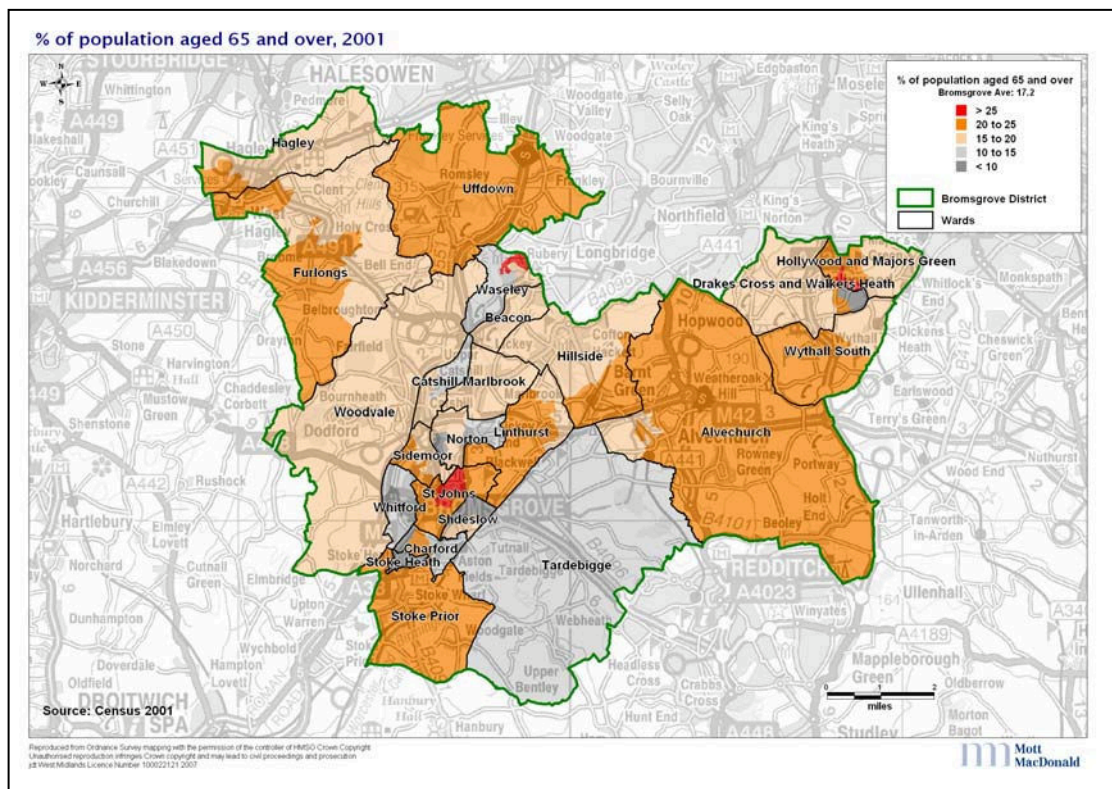


Figure 2.4 - % of people aged 65 and over (Source: Census 2001)



2.3 Population Projections

Having examined the current population distribution, it is important to review projections of future population trends. The Office for National Statistics (ONS) published long term sub national population projections in October 2006. They project forward the mid 2004 population estimates to give an indication of future trends in population by age and sex down to local authority level for the next 25 years from 2005 to 2029.

Being trend based projections, assumptions for future levels of births, deaths and migration are based on observed levels over the previous five years (2000 to 2004). They show what the population will be if recent trends continue.

Table 2.1 and Figure 2.5 present the population projections for Bromsgrove. Overall, the population is projected to grow from 90,700 in 2004 to 104,600 in 2029, an increase of over 15% (compared to 12% for Worcestershire as a whole).

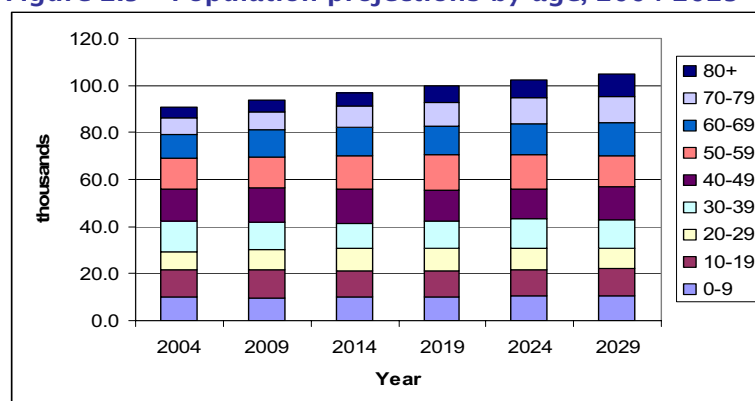
Table 2.1 - Population projections by age, 2004-2029

AGE GROUP	thousands						% change
	2004	2009	2014	2019	2024	2029	
0-9	9.9	9.8	10.0	10.2	10.5	10.5	6.1
10-19	11.7	11.8	11.2	11.2	11.4	11.6	-0.9
20-29	7.8	8.9	9.5	9.4	8.9	8.8	12.8
30-39	12.8	11.1	10.8	11.8	12.4	12.2	-4.7
40-49	13.8	15.1	14.7	12.9	12.7	14.0	1.4
50-59	13.1	12.7	13.8	15.1	14.7	13.0	-0.8
60-69	10.0	11.7	12.3	12.0	13.1	14.2	42.0
70-79	7.2	7.8	8.8	10.4	10.9	10.8	50.0
80+	4.3	4.9	5.7	6.6	7.8	9.6	123.3
Total	90.7	93.9	96.8	99.7	102.4	104.6	15.3

Source: ONS Sub-national projections, (2004 base)

Within the overall change figure of 15%, there are some interesting variations, which are likely to have significant impact on future planning policy. For example, the number of people aged 80 and over living in Bromsgrove is projected to increase by over 120% between 2004 and 2029. In contrast, the number of people aged 30-39 is projected to decrease by almost 5% over the same period.

Figure 2.5 - Population projections by age, 2004-2029



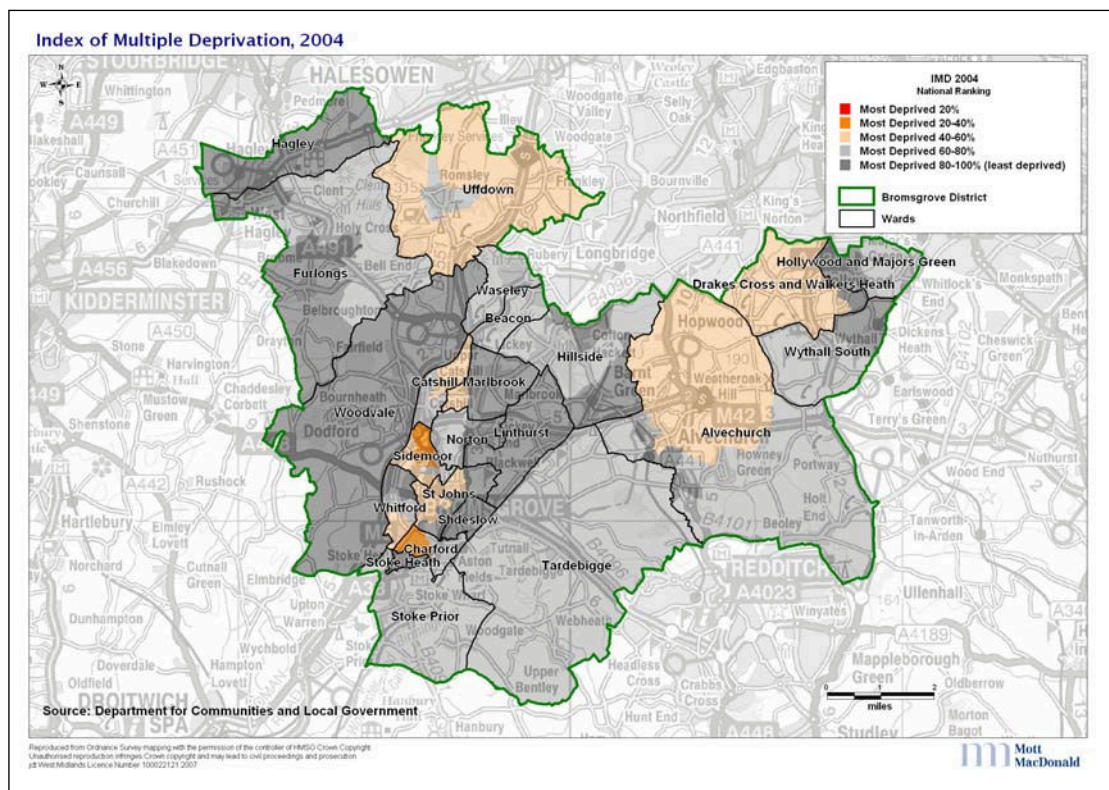
Source: ONS Sub-national projections, (2004 base)

2.4 Overall index of deprivation

The Indices of Deprivation were produced in 2004 by the Department for Communities and Local Government (DCLG). The Indices of Deprivation 2004 are measures of deprivation for every Super Output Area and local authority area in England. It combines a number of indicators across seven domains (Income, Employment, Health deprivation and disability, Education, skills and training deprivation, Barriers to Housing and Services, Living Environment deprivation and Crime) into a single deprivation score and rank for each area. The indices are now widely used by neighbourhood renewal and regeneration practitioners to highlight pockets of deprivation in their locality.

Figure 2.6 presents the overall Index of Deprivation for Bromsgrove. The information is mapped at Super Output Area (SOA) level and presented as a ranking against the national average. As the map shows, there are no areas in Bromsgrove that fall within the most deprived 20% of SOAs across England. The most deprived areas in Bromsgrove, according to the Index, are parts of Sidemoor and Charford wards. These areas fall within the most deprived 20-40% of SOAs in England. The map also shows that there are a number of areas in Bromsgrove that fall within the least deprived 20% of SOAs across England.

Figure 2.6 – Overall IMD



Setting the context – Summary

This short analysis of contextual information has highlighted a number of issues that will need to be considered through the rest of the profile and in the subsequent planning of policy and interventions.

- The greatest proportion of Bromsgrove residents are in the age groups 35-59.
- There are a lower proportion of people aged 20-34 in Bromsgrove, compared with Worcestershire as a whole.
- Conversely, there are a slightly higher proportion of people aged 40 and over in Bromsgrove as compared with Worcestershire.
- There is wide variation across the district in concentrations of younger and older people.
- The population of Bromsgrove is projected to increase by 15% between 2004 and 2029 (compared to 12% in Worcestershire).
- The greatest increase is projected to be in the older age groups of 60-69 (42% between 2004 and 2029), 70-79 (50%), and 80+ (123%).
- No areas in Bromsgrove fall within the most deprived 20% of SOAs in England, however there is still significant variation in the level of deprivation across the district.

3 Communities that are safe and feel safe

This section will consider the LAA Block 'Communities that are safe and feel safe'. The outcomes for this block are:

- To reduce crime
- Reassure the public reducing the fear of crime
- Reduce the harm caused by illegal drugs
- Build respect in communities and reduce anti-social behaviour

The evidence to be examined in this section covers the following:

- British Crime Survey
- West Mercia Police Crime and Safety Survey
- Relevant Quality of Life Indicators (from the Audit Commission)

3.1 British Crime Survey

Table 3.1 and Figure 3.1 present recorded crime information for six key offences between 2002/03 and 2005/06. Violence against the person offences represent the highest proportion of recorded key offences in Bromsgrove, however, the number of such offences have decreased by 16% between 2002/03 and 2005/06. Robbery offences exhibited the greatest decline in the same time period (51%), followed by burglary of dwelling (42%) and theft of a motor vehicle (32%). The number of sexual offences showed the least decline out of the six key offences – a decline of 3% between 2002/03 and 2005/06.

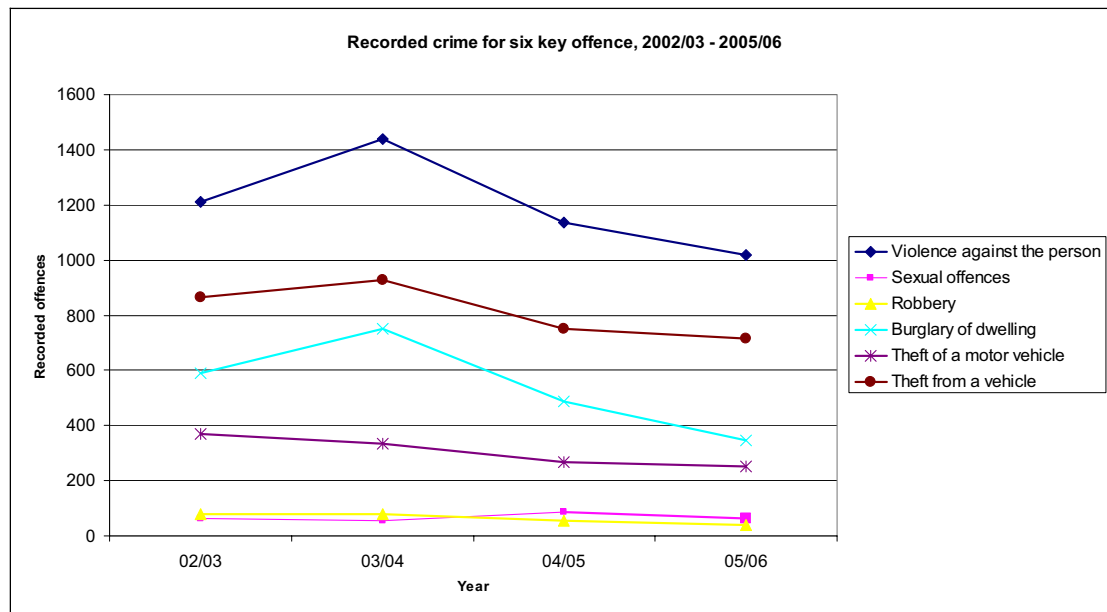
Table 3.1 – Recorded crime for six key offences and British Crime Survey comparator, 2002/03 – 2005/06

Recorded offences	02/03	03/04	04/05	05/06	% change 02/03 – 05/06
Violence against the person	1,210	1,440	1,137	1,020	-15.7
Sexual offences	63	56	86	61	-3.2
Robbery	77	80	54	38	-50.6
Burglary of dwelling	590	749	487	344	-41.7
Theft of a motor vehicle	369	333	268	252	-31.7
Theft from a vehicle	865	927	749	715	-17.3
Recorded crime BCS comparator offences per 1,000 population			44.6	38.3	

Source: British Crime Survey

The overall British Crime Survey comparator figure shows that the rate of recorded crime has decreased from 44.6 offences per 1,000 people in 2004/05 to 38.3 in 2005/06 – a reduction of 14%.

Figure 3.1 – Recorded crime for six key offences and British Crime Survey comparator, 2002/03 – 2005/06



3.2 West Mercia Police Crime and Safety Survey

The data below is based on the 2006 Annual Crime and Community Safety Partnership survey. The survey was posted to a random selection of 3,800 Bromsgrove residents during July 2006. A sample of 902 residents successfully completed and returned questionnaires by the closing date, achieving a response rate of 24%.

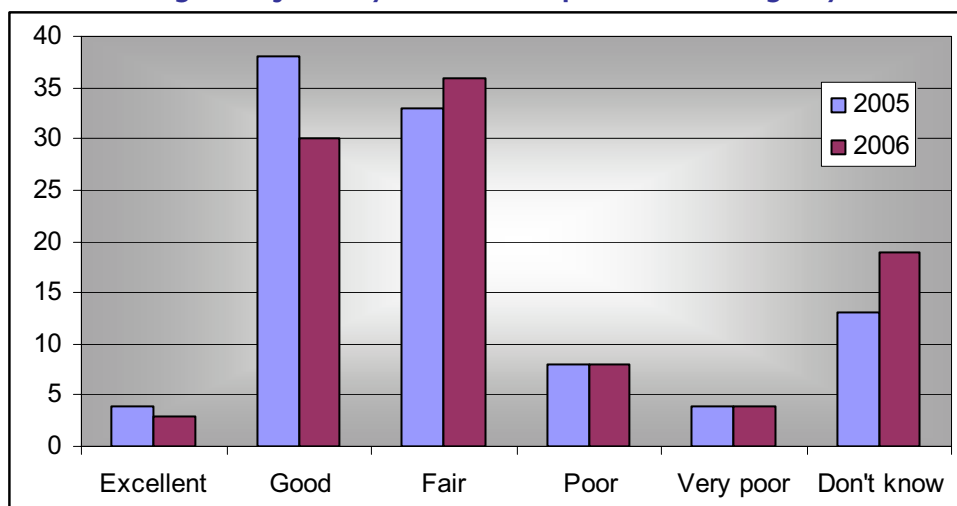
- Experience of the police

Overall, 33% of Bromsgrove residents said that the police were doing a good or excellent job in 2006 - a decrease of 9% since 2005.

There was some variation in these results by ward, with over 50% of those living in Woodvale and Stoke Heath stating that the police do a good or excellent job compared to fewer than 25% of respondents in Alvechurch, Linthurst, Uffdown and Drakes Cross & Walkers Heath.

The main reason given for the decrease in respondents' opinion in the police doing a good job since 2005 was a lack of perceived police presence or visibility. Indeed, in Bromsgrove, less than 3 in 10 respondents (27%) had actually met or spoken to a police officer from the area in the last 12 months and 80% did not know their local police officers or community support officers.

Figure 3.2 – How good a job do you think the police are doing in your area?



Source: West Mercia Police Crime and Safety Survey, 2006

Since 2005, the proportion of respondents who had seen a uniformed police officer or community support officer on average at least once a month fell from 50% to 43%. Figures across the district varied widely from over 70% in the more densely populated wards (St Johns and Charford) to less than 25% in the more rural areas (Linthurst, Stoke Prior, Hollywood & Majors Green, Wythall South, Furlongs and Uffdown).

45% of Bromsgrove respondents considered the frequency with which they saw police officers or CSOs to be acceptable. Again, this varied by ward: Carford (62%), Norton (61%) and St Johns (58%) being amongst the most positive, compared to Uffdown (27%), Drakes Cross & Walkers Heath (24%) and Alvechurch (23%).

- Fear of crime

Around half of respondents (52%) in Bromsgrove remembered at least one specific episode in the last 12 months when they had worried about becoming a victim of crime, which is consistent with the force as a whole. This was more prevalent in Beacon, Charford, Drakes Cross & Walkers Heath (all over 60%) than in Linthurst, Sidemoor or Woodvale (all under 45%).

The most common concerns were:

- House burglary
- Vandalism/criminal damage
- Theft from vehicle
- Theft of vehicle

Fear of crime had reduced significantly since the equivalent survey in 2005, in particular in relation to property and vehicle crime. Overall, the proportion of people worried about crime declined from 86% in 2005 to 52% in 2006. Amongst those who were fearful, 80% claimed that it had some impact on their life.

The vast majority of respondents felt safe in their neighbourhood or district during the day (97% and 94% respectively) although the latter represents a reduction since 2005 (97%).

Most respondents also felt safe after dark in their neighbourhood or district (70% and 61% respectively). Residents of Charford (42% safe), Uffdown (49%) and Whitford (44%) felt more fearful in the neighbourhood after dark, compared to wards such as Linthurst, Malbrook, Norton, Stoke Prior or Wythall South where more than 80% felt safe.

- Experience of crime

Among survey respondents, experience of crime in 2006 (13% of respondents) was broadly similar to the figure recorded in 2005 (12%). The most commonly experienced crime was vandalism/criminal damage (6%).

Around 4 in 10 respondents said they had been a victim of crime in Bromsgrove over the last 12 months but did not report it to the police. The main reason for not reporting, mentioned by 55% of these respondents, was the feeling that the police would not have taken it seriously or would not have been interested. Of those that did not report a crime to the police, 45% thought it was unlikely that anyone would get caught.

Reported levels of victimisation were highest in St Johns (27%), Waseley (23%) and Uffdown (21%) wards.

- Community Priorities

For respondents in Bromsgrove, the most commonly cited issues in the top three that needed to be addressed were:

- Speeding traffic (29%)
- Groups of people loitering or hanging around (23%)
- Burglary (22%)

Speeding traffic was a particularly high priority in a number of wards, with 40% or more respondents from Furlongs, Stoke Prior, Linthurst, Alvechurch and Hollywood & Majors Green citing it as a priority.

Groups of people loitering or hanging around were a higher priority in Beacon (59%), Drakes Cross & Walkers Heath (43%), Wythall South (39%) and Whitford (37%).

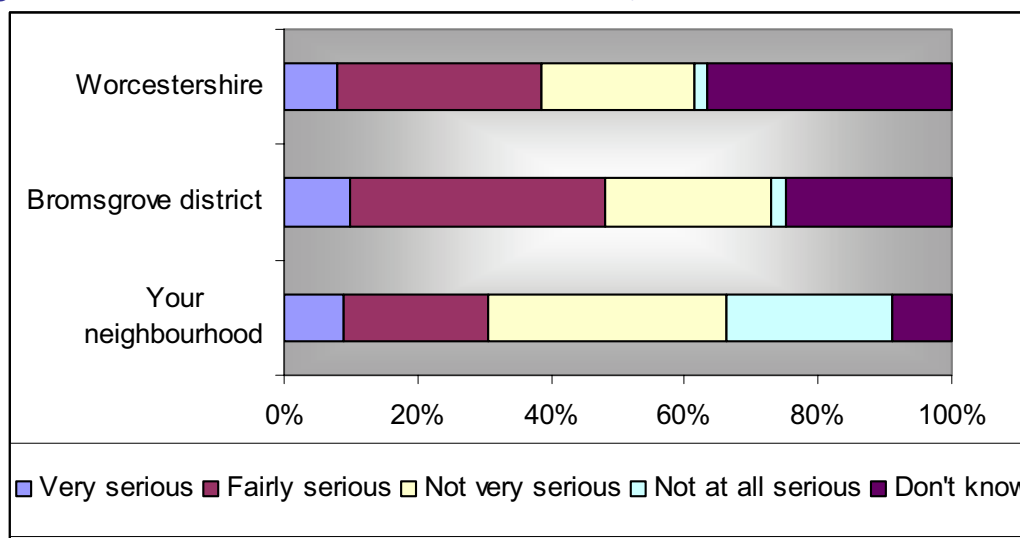
Tackling burglary was a higher priority in Stoke Heath, Uffdown and Marlbrook (40% or more).

- Anti-social behaviour

Approximately half of the respondents believed that anti-social behaviour was very or fairly serious issue in Bromsgrove (48%), although less than a third (31%) said the same was true about their neighbourhood.

Anti-social behaviour was reported as a more serious problem in the wards of Waseley (66%), Beacon (57%), Catshill (51%) and Whitford (51%).

Figure 3.3 – Seriousness of anti-social behaviour, 2006



Source: West Mercia Police Crime and Safety Survey, 2006

A third of the sample felt anti-social behaviour had become more serious in the 12 months leading up to July 2006, compared to 61% who felt it had stayed the same and 6% who felt it was now less serious.

- Illegal drugs misuse

40% of respondents believed that illegal drugs misuse was a problem in Bromsgrove district (40%) compared to 27% thinking it was a problem in their neighbourhood. In terms of wards, illegal drugs misuse was rated as most serious in Beacon (54%), Charford (53%), Hagley (52%), St Johns (40%) and Waseley (39%).

Just over half of the respondents who felt the misuse of illegal drugs was either fairly serious or very serious, said it was due to local media coverage. In contrast, 45% said it was their perception of the local area.

- Keeping informed

The majority of respondents (85% of the sample) found out about crime/police related issues in their area through their local newspaper, with 48% finding out through word of mouth and 44% through local television.

3.3 Relevant Quality of Life Indicators (from the Audit Commission)

The local quality of life indicators published by the Audit Commission include 45 key measures to help 'paint a picture' of the quality of life in a local area. The indicator set covers a range of important sustainable development issues that influence our long-term well-being. It helps measure the key issues of importance that have been derived from national policy priorities, as well as research and public surveys. All the indicators in this set have national data sources, with information available at local authority/LSP area level. This makes it possible for the Audit Commission to bring together robust, accurate data for each area to enable local comparisons.

Table 3.2 – Relevant Quality of Life Indicators

Indicator	Area	Value
The percentage of residents who think that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem in their local area	Bromsgrove	48%
	Worcestershire	35%
The percentage of residents who think that people using or dealing drugs is a very big or fairly big problem in their local area	Bromsgrove	44%
	Worcestershire	27%
The percentage of residents who think that people being rowdy or drunk in public places is a very big or fairly big problem in their local area	Bromsgrove	36%
	Worcestershire	23%

Source: Audit Commission

Communities that are safe and feel safe – Summary

This analysis of crime and safety has highlighted the following issues:

- Violence against the person offences represent the highest proportion of recorded key offences in Bromsgrove, however, the number of such offences have decreased by 16% between 2002/03 and 2005/06.
- The number of sexual offences showed the least decline out of the six key offences – a decline of 3% between 2002/03 and 2005/06
- 33% of Bromsgrove residents said that the police were doing a good or excellent job in 2006 - a decrease of 9% since 2005.
- The main reason given for the decrease in respondents' opinion in the police doing a good job since 2005 was a lack of perceived police presence or visibility.
- The proportion of people worried about crime declined from 86% in 2005 to 52% in 2006. Amongst those who were fearful, 80% claimed that it had some impact on their life.
- The vast majority of respondents felt safe in their neighbourhood or district during the day (97% and 94% respectively) although the latter represents a reduction since 2005.
- Around 4 in 10 respondents said they had been a victim of crime in Bromsgrove over the last 12 months but did not report it to the police. The main reason for not reporting, mentioned by 55% of these respondents, was the feeling that the police would not have taken it seriously or would not have been interested.
- 48% of residents think that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem in their local area. (Worcs average 35%)
- 44% of residents think that people using or dealing drugs is a very big or fairly big problem in their local area. (Worcs average 27%)
- 36% of residents think that people being rowdy or drunk in public places is a very big or fairly big problem in their local area. (Worcs average 23%)

4 A better environment for today and tomorrow

This section will consider the LAA Block 'A better environment for today and tomorrow'. The outcomes for this block are:

- To reduce waste and increase recycling
- To have cleaner, greener and safer public spaces
- To protect and improve Worcestershire's natural environment/biodiversity
- Reduce the harm caused by illegal drugs
- Build respect in communities and reduce anti-social behaviour

The evidence to be examined in this section covers the following:

- [BVPI Environmental Indicators](#)
- [Green Flag Award](#)
- [Relevant Quality of Life Indicators \(from the Audit Commission\)](#)

4.1 BVPI Environmental Indicators

Table 4.1 presents trends in performance against the environmental indicators from the BVPI audit between 2003/04 and 2005/06

Table 4.1 - BVPI Environment Indicators

Bromsgrove	2003/04	2004/05	2005/06
BVPI 199 - Cleanliness of relevant land and highways (%)	80	85	90
BVPI 82a - Recycling (% of household waste)	10	23.8	24.3
BVPI 82b - Composting (% of household waste)	0	4.4	4.4
BVPI 84 - Household waste collected (kgs per capita)	401	427	432
BVPI 91 - Pop served by a kerbside collection of recyclables (%)	0	80	90

Source: BVPI audit

The table shows an improvement in the cleanliness of relevant land of highways from 80% in 2003/04 to 90% in 2005/06. Other areas of improvement include the percentage of household waste recycled (increase from 10% in 2003/04 to 24.3% in 2005/06), the percentage of household waste composted, and the percentage of the population served by a kerbside collection of recyclables. However, the amount of household waste has increased from 401kg per capita in 2003/04 to 432kg per capita in 2005/06.

Further information is also available from Floor Targets Interactive (<http://www.fti.neighbourhood.gov.uk/>) which is hosted by the Department for Communities and Local Government (DCLG). Floor Targets Interactive is a web based system for monitoring progress towards Public Service Agreement Floor Targets, and enables users to examine performance at the national, regional and local levels.

Table 4.2 – Further Environmental Indicators

Abandoned vehicles per 1,000 households	2003/04	2004/05
Bromsgrove	11.1	4.2
Worcestershire	12.0	7.0
% of residents satisfied with local parks and open spaces	2000/01	2003/04
Bromsgrove	54.0	71.0
Worcestershire	69.0	69.0

Source: DCLG

Table 4.2 presents the relevant environmental information from Floor Targets Interactive, and compares the performance of Bromsgrove with Worcestershire as a whole. The number of abandoned vehicles per 1,000 households has dropped considerably from 11.1 in 2003/04 to 4.2 in 2004/05. This compares favourably with the Worcestershire average of 7.0. The percentage of residents satisfied with local parks and open spaces has also improved, increasing from 54% of residents expressing satisfaction in 2000/01 to 71% in 2004/04. This is slightly better than the average for Worcestershire (69%).

4.2 Green Flag Award

The Green Flag Award is the national standard for parks and green spaces in England and Wales. The award scheme began in 1996 as a means of recognising and rewarding the best green spaces in the country. It was also seen as a way of encouraging others to achieve the same high environmental standards, creating a benchmark of excellence in recreational green areas. Awards are given on an annual basis and winners must apply each year to renew their Green Flag status.

In Summer 2006, Bromsgrove was awarded a Green Flag Award for Sanders Park.

4.3 Relevant Quality of Life Indicators (from the Audit Commission)

Table 4.3 – Relevant Quality of Life Indicators

Indicator	Area	Value
% of river length assessed as good biological quality	Bromsgrove	10.3%
	Worcestershire	-
% of river length assessed as good chemical quality	Bromsgrove	40.6%
	Worcestershire	-
The % area of land designated as a SSSI within the local authority area, which is found to be in favourable condition	Bromsgrove	18%
	Worcestershire	-
% of residents who think that, over the past three years, that parks and open spaces have got better or stayed the same.	Bromsgrove	87.0%
	Worcestershire	87.8%

Source: Audit Commission

A better environment for today and tomorrow – Summary

This analysis of environmental information has highlighted the following issues:

- There has been an improvement in the cleanliness of relevant land of highways, from 80% in 2003/04 to 90% in 2005/06.
- The percentage of household waste recycled has increased from 10% in 2003/04 to 24% in 2005/06.
- However, the amount of household waste has increased from 401kg per capita in 2003/04 to 432kg per capita in 2005/06.
- The percentage of residents satisfied with local parks and open spaces has increased from 54% in 2000/01 to 71% in 2004/04.
- 87 % of residents think that, over the past three years, parks and open spaces have got better or stayed the same.
- In Summer 2006, Bromsgrove was awarded its first Green Flag Award, for Sanders Park.
- Only 18% of land designated as a SSSI within Bromsgrove was found to be in favourable condition.

5 Economic success that is shared by all

This section will consider the LAA Block 'Economic success that is share by all'. The outcomes for this block are:

- To develop a vibrant and sustainable economy
- To develop the economic infrastructure
- To improve the skills base of the local population
- To ensure access to economic benefits

The evidence to be examined in this section covers the following:

- Qualifications
- Department for Work and Pensions information
- JSA Claimant Count data
- Annual Business Inquiry
- VAT Registered Enterprises
- Ward Income Estimates
- Annual Survey of Hours and Earnings
- Relevant Quality of Life Indicators (from the Audit Commission)

5.1 Economic Activity and Qualifications (Census 2001)

Figure 5.1 - % of people with no qualifications, 2001

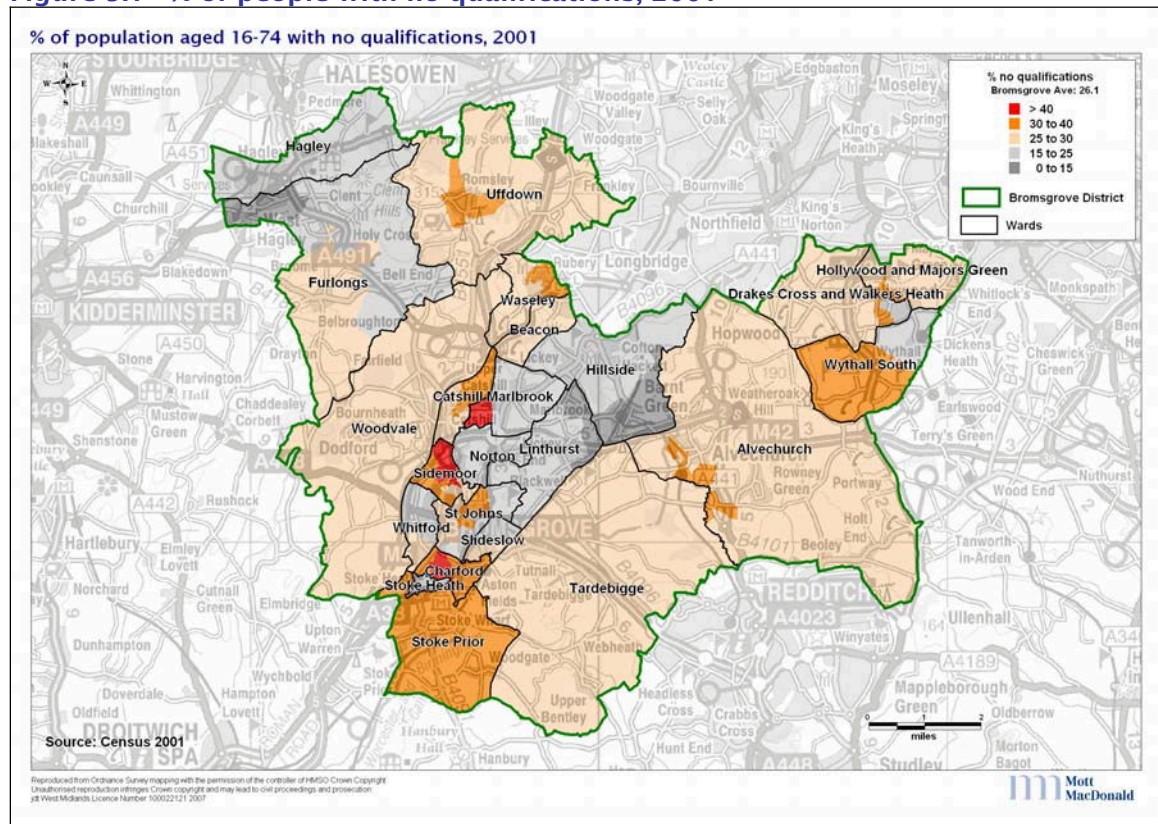
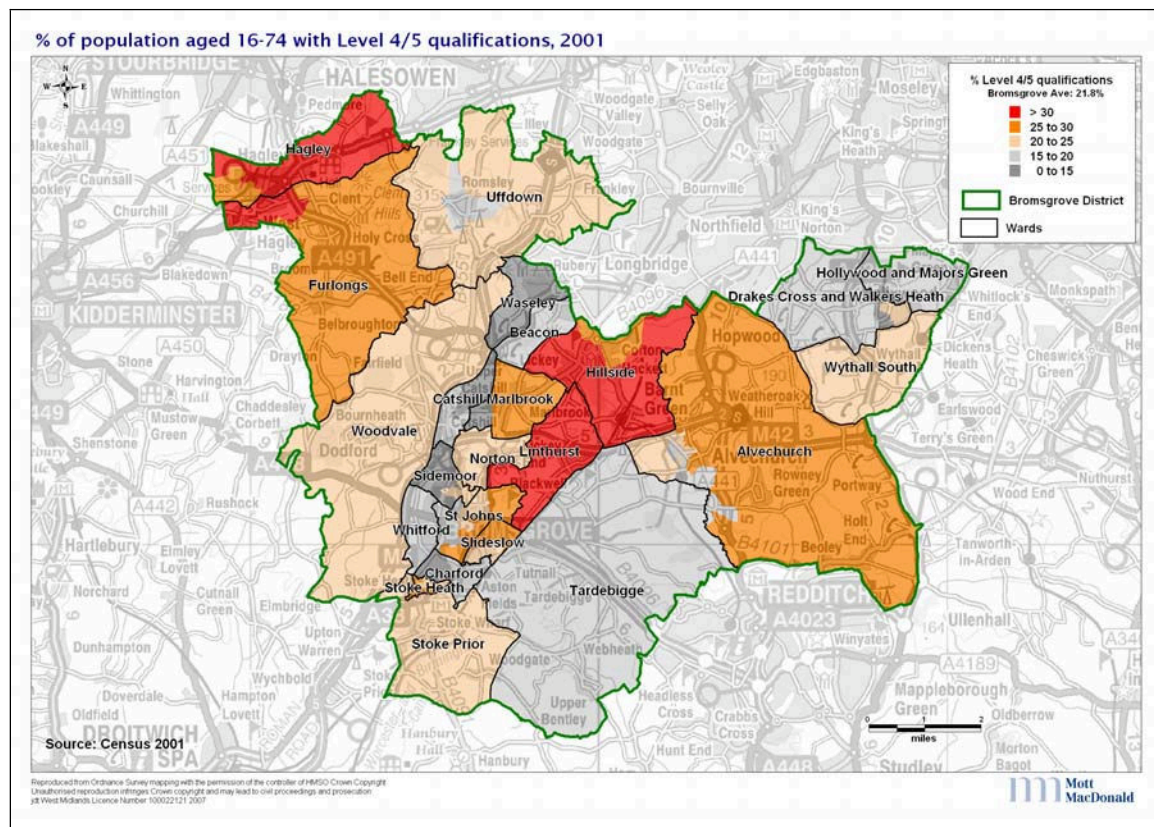


Figure 5.1 illustrates the proportion of people aged 16-74 with no qualifications. The overall average for Bromsgrove is 26.1%, however, there are parts of Sidemoor, Charford and Marlbrook ward where the proportion is over 40%.

Figure 5.2 - % of people with Level 4/5 qualifications, 2001



In contrast, Figure 5.2 illustrates the proportion of people aged 16-74 with Level 4/5 qualifications.

5.2 Department for Work and Pensions information

The following information is drawn from the working age benefit claimant dataset released by the Department for Work and Pensions (DWP). The information in this dataset refers to numbers of working age benefit claimants and is derived from a 100% data source — the Work and Pensions Longitudinal Study (WPLS). The dataset provides counts of benefit claimants categorised by their statistical group (their main reason for interacting with the benefit system), gender and age.

Claimants may be claiming more than one benefit and are therefore categorised according to a benefit hierarchy. The data refer to a snapshot in time, and these snapshots are taken at quarterly intervals at the end of February, May, August and November. The main advantage of this dataset is that the double counting of claimants of multiple benefits has been removed so that users will get a more accurate picture of benefit claiming and worklessness at a small area level.

Table 5.1 provides a snapshot at May 2006 for the % of working age people (males aged 16-64, females aged 16-59) claiming a range of benefits in Bromsgrove and Worcestershire as a whole.

For all categories of claimants, Bromsgrove has a lower proportion of people claiming benefit as compared with Worcestershire. 9% of working age people in Bromsgrove claim one of the benefits listed in Table 5.1, compared to 11% in Worcestershire.

Table 5.1 – Benefit Claimants, May 2006

% of working age people claiming benefits	Bromsgrove	Worcestershire
Total Claimants	8.9	11.3
Job Seekers	1.6	2.0
Incapacity Benefits	4.3	5.5
Lone Parent	0.8	1.4
Carer	0.8	0.9
Others on Income Related Benefits	0.3	0.4
Disabled	0.8	0.9
Bereaved	0.3	0.4

Source: DWP

Figure 5.3 presents the trend in the proportion of working age people claiming various benefits between February 2003 and May 2006. In general, the proportion claiming benefits has remained fairly steady, with the total claimants showing a slight reduction from 9.0% in 2003 to 8.9% in 2006, however, the graph clearly shows the increase in the number of people claiming job seekers benefit following the closure of the Longbridge plant. The proportion of people claiming incapacity benefit has dropped slightly from 4.5% in 2003 to 4.3% in 2006.

Figure 5.3 – Benefit Claimants in Bromsgrove, February 2003 - May 2006

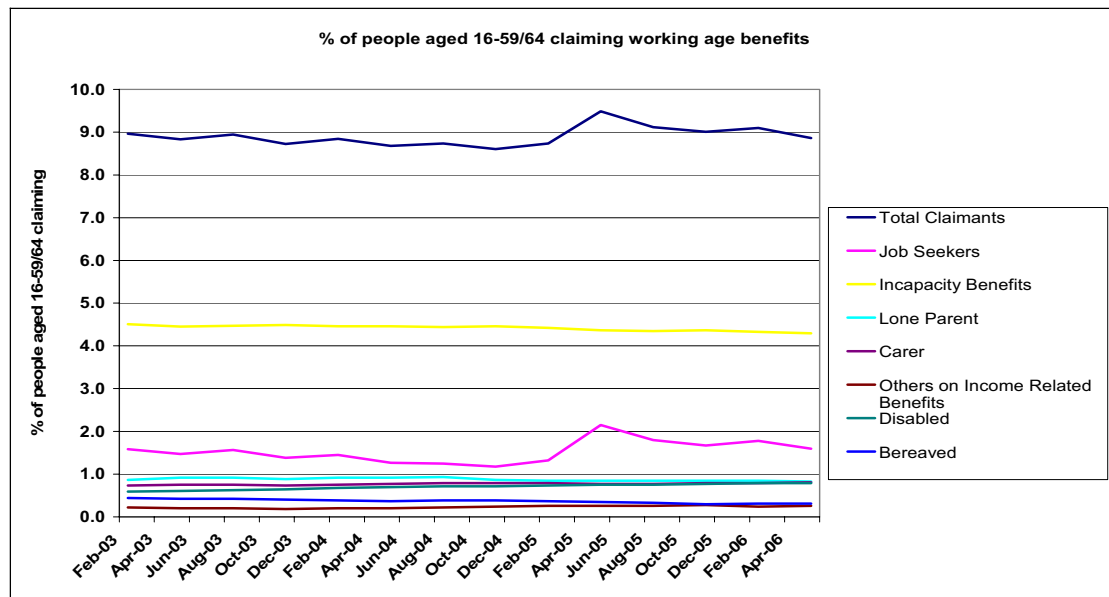


Figure 5.4 shows the breakdown of claimants by benefit type, and serves to highlight that almost 50% of claimants are claiming incapacity benefit, with a further 18% claiming job seeker benefits.

Figure 5.4 – Breakdown of Benefit Claimants by benefit type, February 2003 - May 2006

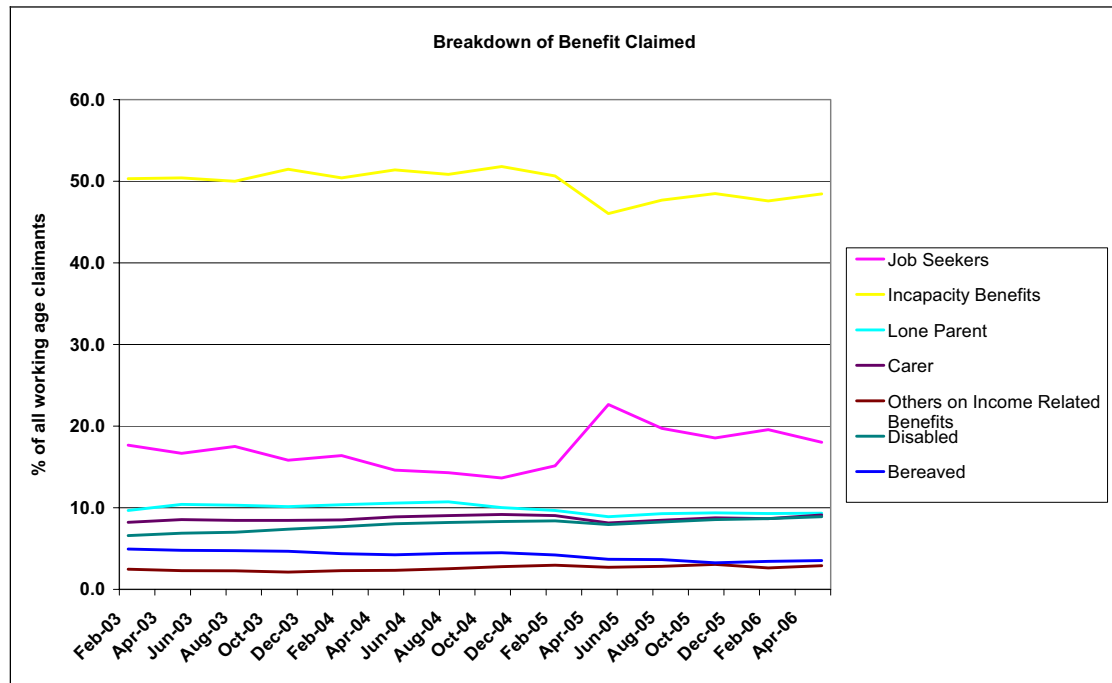


Figure 5.5 – Breakdown of Benefit Claimants by age group, February 2003 - May 2006

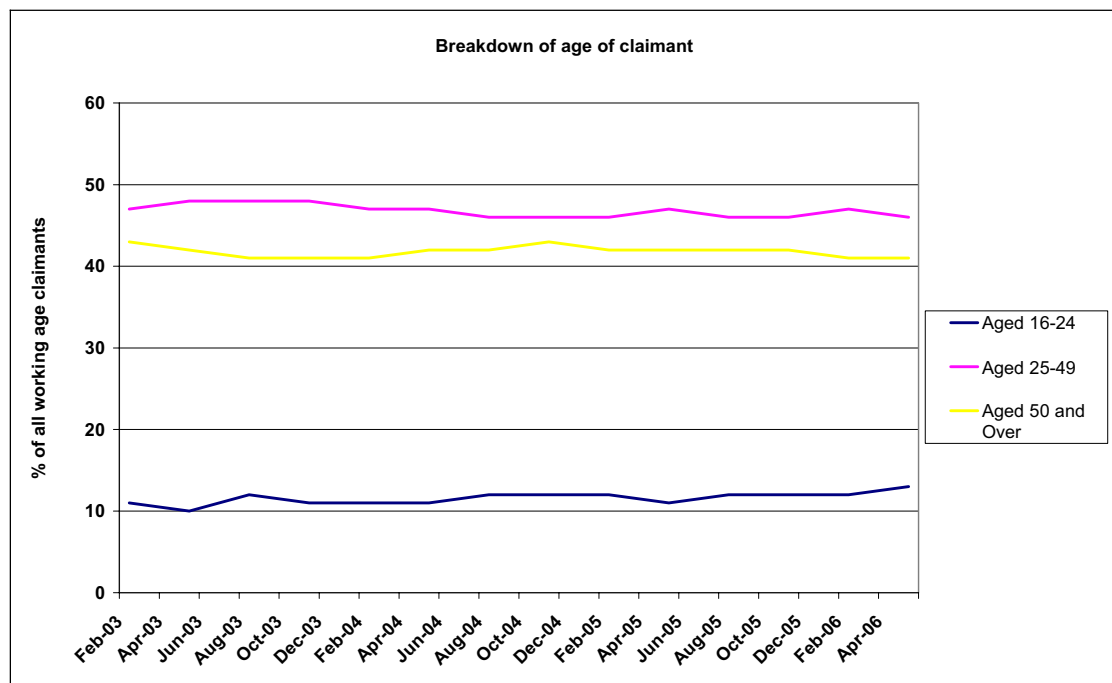


Figure 5.5 shows the breakdown of claimants by broad age group. The graph shows the proportion of claimants who are aged 16-24 has increased from 11% in 2003 to 13% in 2006, whilst the proportion of claimants aged 50 and over has decreased from 43% to 41%.

The following maps attempt to 'drill down' to a more local level (data is mapped at Lower Super Output Area level) to try and uncover patterns in the distribution of:

- the % of working age people claiming all benefits
- the % of working age people claiming incapacity benefit
- the % of working age people claiming job seeker benefits

Figure 5.5 - % of working age people claiming benefits, May 2006

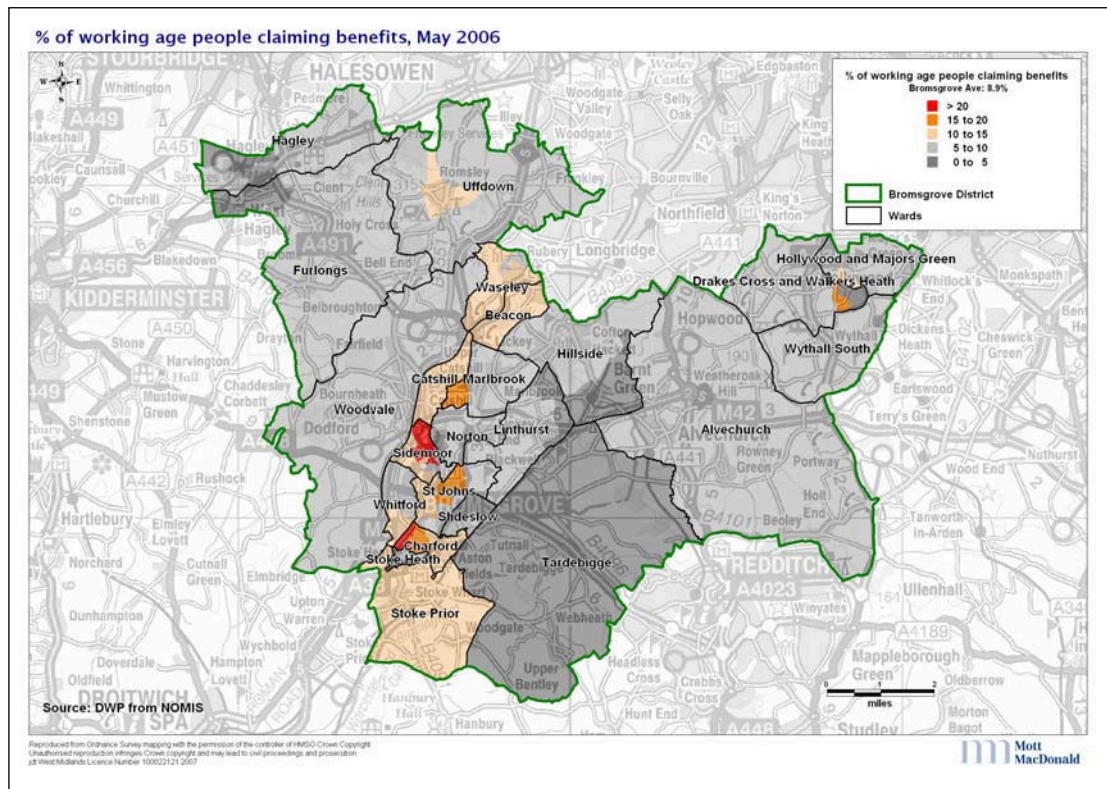


Figure 5.5 illustrates that in parts of Sidemoor and Charford wards, over 20% of working age people are claiming a benefit. Parts of St John's, Marlbrook and Drakes Cross and Walkers Heath wards also exhibit high proportions of people claiming benefit.

Figure 5.6 shows that parts of St John's, Sidemoor and Charford wards have the highest proportion of people claiming incapacity benefit.

Figure 5.6 - % of working age people claiming incapacity benefit, May 2006

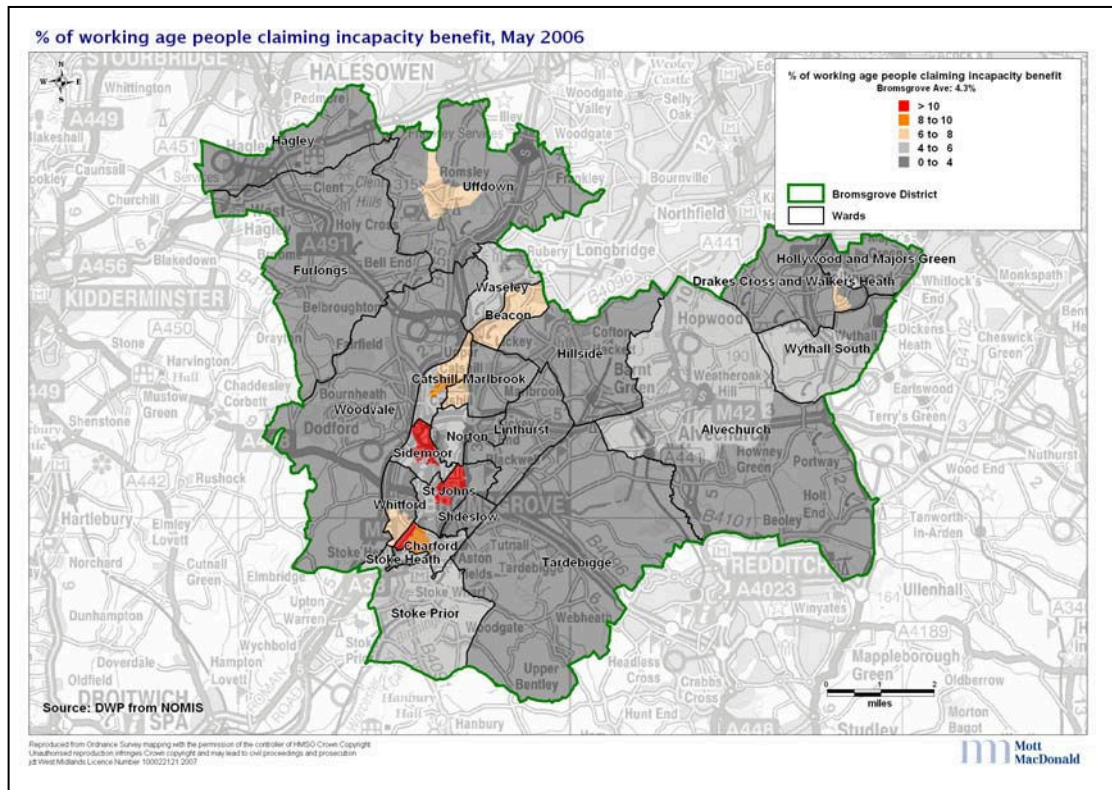


Figure 5.7 - % of working age people claiming job seeker benefit, May 2006

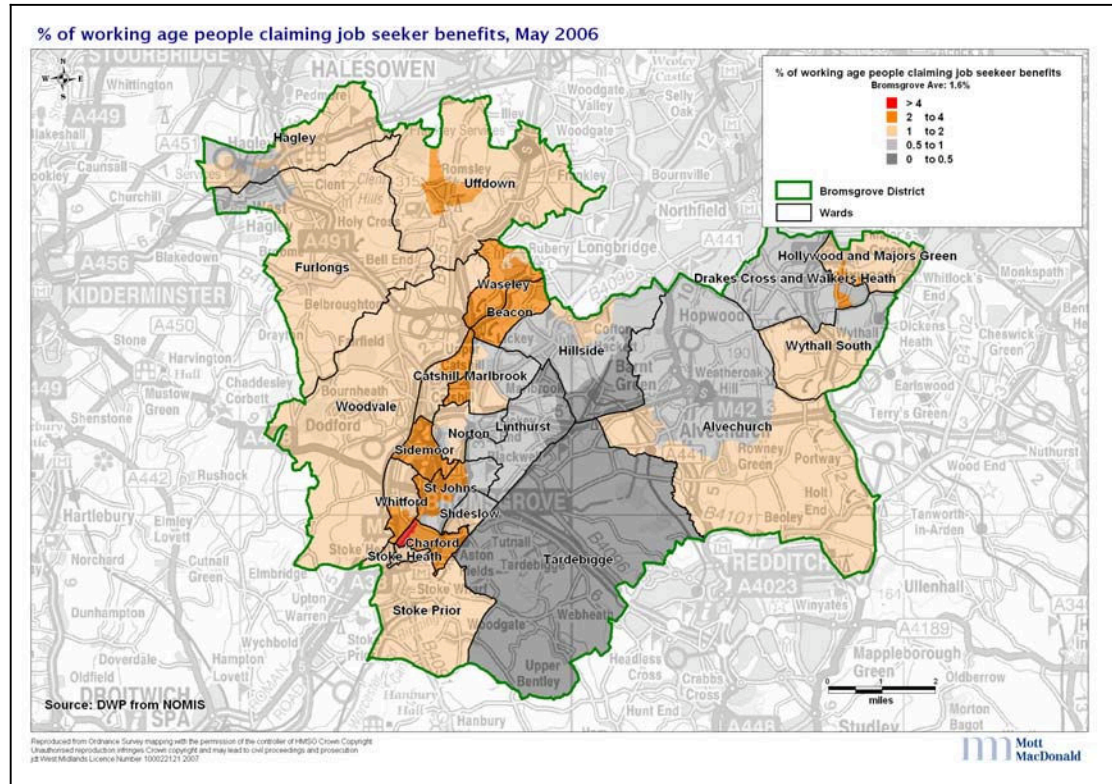
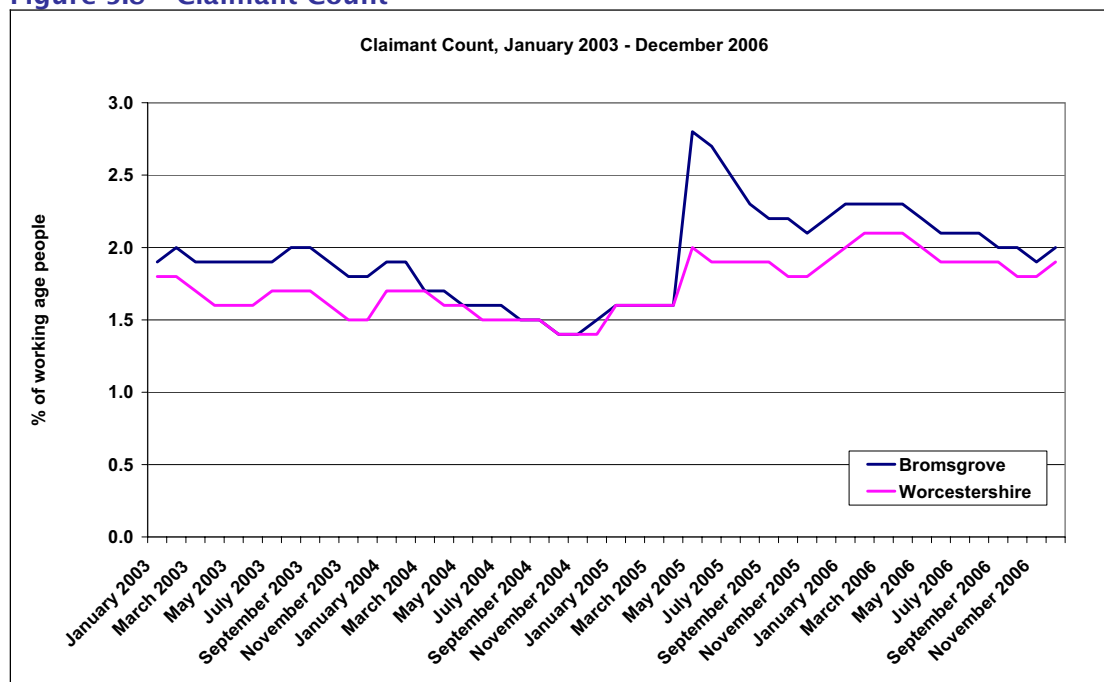


Figure 5.7 shows that part of Charford ward has the highest proportion of people claiming job seeker benefits.

5.3 JSA Claimant Count Data

JSA claimant count records the number of people claiming Jobseekers Allowance (JSA) and National Insurance credits at Jobcentre Plus local offices. This information is available on a month by month basis and is available down to Lower Super Output Area level. This dataset is often used as an indicative measure of unemployment in an area.

Figure 5.8 - Claimant Count



5.4 Annual Business Inquiry

The data below relates to information extracted from the Annual Business Inquiry (ABI). The ABI is an employer survey of the number of jobs held by employees broken down by sex, full/part time and detailed industry. The survey records a job at the location of an employees workplace.

Table 5.2 presents information between 2003 and 2005 for broad industrial groups in Bromsgrove and Worcestershire. The table shows that as at 2005, the greatest proportion of employee jobs in Bromsgrove were in the public administration, education and health sector, followed by the distribution, hotels and restaurants sector, and the banking, finance and insurance sector. The number of jobs in the public administration and health sector in Bromsgrove has increased by over 30% between 2003 and 2005. Jobs in the transport and communications sector have also increased by over a third in the same time period. In contrast, the number of jobs in the manufacturing sector has decreased by 14% between 2003 and 2005, whilst in the 'other services' sector, job numbers have dropped by over 30%.

Table 5.2 – Employee jobs by broad industrial group, 2003-2006

Industry	2003		2004		2005		% change 2003-2005	
	Broms	Worcs	Broms	Worcs	Broms	Worcs	Broms	Worcs
Agriculture and fishing	350	840	380	880	380	880	8.6	4.8
Energy and water	-	940	-	1,130	-	1,040	-	10.6
Manufacturing	3,470	42,400	4,570	42,400	3,000	37,310	-13.5	-12.0
Construction	2,120	10,010	2,440	11,490	2,410	10,870	13.7	8.6
Distribution, hotels and restaurants	7,780	58,360	7,560	58,670	6,820	51,860	-12.3	-11.1
Transport and communications	580	9,040	790	9,240	780	9,570	34.5	5.9
Banking, finance and insurance, etc	5,760	39,240	5,420	39,730	5,970	43,560	3.6	11.0
Public administration, education & health	7,600	53,540	8,550	57,550	9,960	62,000	31.1	15.8
Other services	2,570	12,940	2,500	12,450	1,770	11,100	-31.1	-14.2
Total	30,370	227,310	32,360	233,540	31,240	228,180	2.9	0.4

Source: ABI

Overall, the number of employee jobs in Bromsgrove has increased by 3% between 2003 and 2006, compared to 0.4% across Worcestershire as a whole.

5.5 Annual Population Survey information

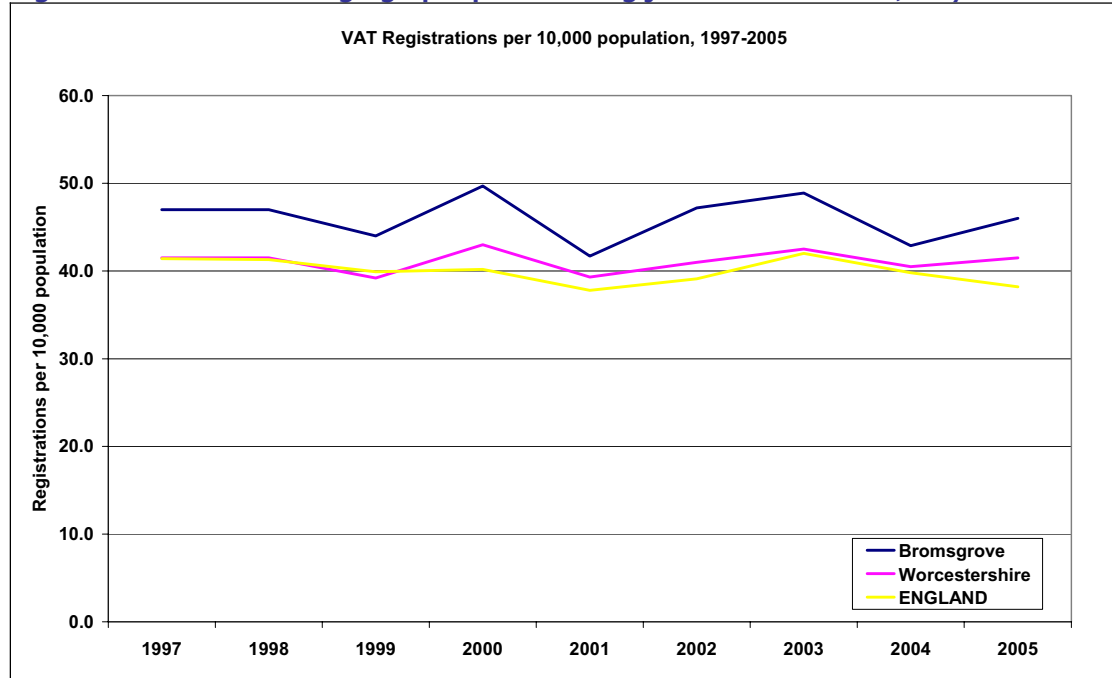
This has not been included in the analysis due to the small sample base that this dataset uses. The confidence intervals are such that any time-series analysis is rendered inaccurate and potentially misleading.

5.6 VAT Registered Enterprises

The level of business VAT registrations in an area is often used as a proxy for monitoring enterprise and business start-ups. Figure 5.9 presents the number of VAT registrations per 10,000 population in Bromsgrove, Worcestershire and England.

The graph shows that since 1997, Bromsgrove has had a higher number of VAT registrations per 10,000 people than Worcestershire or England. However, the number of VAT registrations has fallen slightly from 47 per 10,000 people to 46.

Figure 5.9 - % of working age people claiming job seeker benefit, May 2006

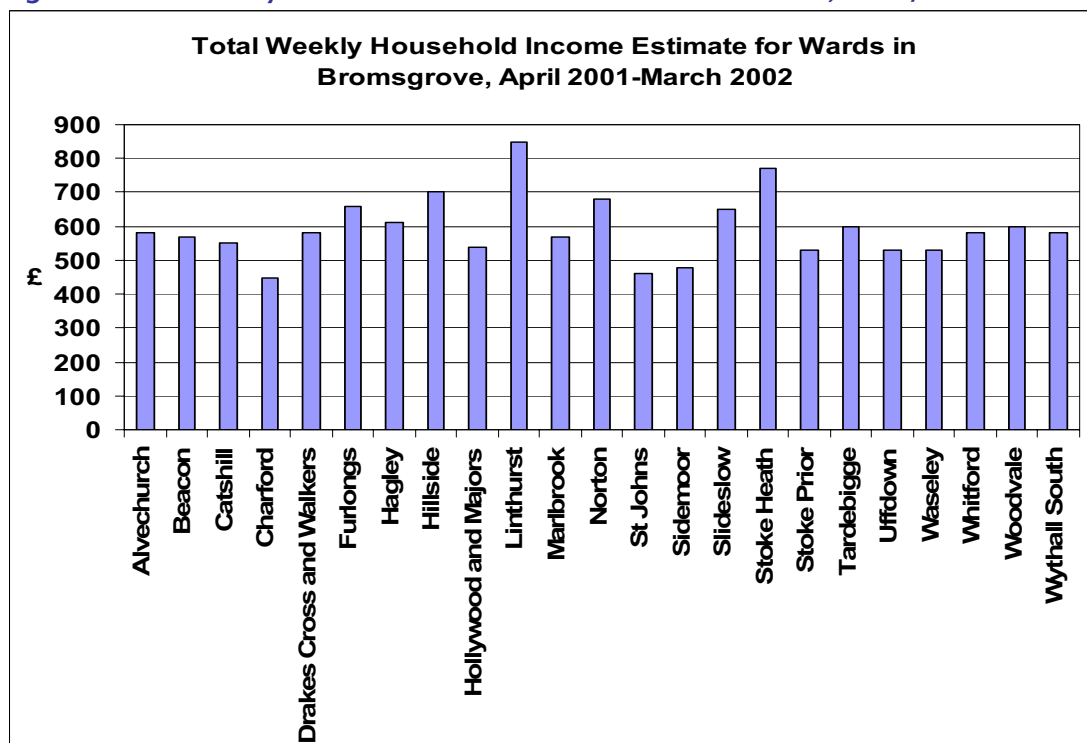


Source: Small Business Service

5.7 Ward Income Estimates

The following information is drawn from the model based income estimates for wards released in 2006. The data relates to 2001/02, and Figure 5.10 illustrates that Linthurst and Stoke Heath wards have the highest levels of weekly household income (£850 and £770 respectively), whereas Charford exhibits the lowest weekly household income (£450).

Figure 5.10 - Weekly Household Income Estimates for Wards, 2001/02



Source: Office for National Statistics

5.8 Annual Survey of Hours and Earnings

The Annual Survey of Hours and Earnings (ASHE) provides information about the levels, distribution and make-up of earnings and hours paid for employees in all industries and occupations.

Table 5.3 - Weekly pay for full-time employee jobs (residence based), 2006

Weekly pay – Gross (£)	Median	Mean
Bromsgrove	528.6	614.0
Worcestershire	439.5	535.2
West Midlands	421.1	495.4
England	454.4	548.0

Source: Annual Survey of Hours and Earnings, 2006

5.9 Relevant Quality of Life Indicators (from the Audit Commission)

Table 5.4 - Relevant Quality of Life Indicators

Indicator	Area	Value
% of Job Seeker's allowance claimants who have been out of work for more than a year	Bromsgrove	10.2%
	Worcestershire	9.5%
Job density: Number of jobs to working age population	Bromsgrove	0.61
	Worcestershire	0.75

Source: Audit Commission

Economic success that is shared by all – Summary

This analysis of economic information has highlighted the following issues:

- 26.1% of people aged 16-74 in Bromsgrove have no qualifications, however, there are parts of Sidemoor, Charford and Marlbrook ward where the proportion is over 40%.
- 9% of working age people in Bromsgrove claim a key benefit, compared to 11% in Worcestershire.
- Almost 50% of claimants are claiming incapacity benefit, with a further 18% claiming job seeker benefits.
- 10% of job seekers allowance claimants have been out of work for more than a year (compared to 9.5% in Worcestershire).
- The proportion of claimants who are aged 16-24 has increased from 11% in 2003 to 13% in 2006, whilst the proportion of claimants aged 50 and over has decreased from 43% to 41%.
- The number of jobs in the public administration and health sector in Bromsgrove has increased by over 30% between 2003 and 2005.
- In contrast, the number of jobs in the manufacturing sector has decreased by 14% between 2003 and 2005.
- Overall, the number of employee jobs in Bromsgrove has increased by 3% between 2003 and 2006, compared to 0.4% across Worcestershire as a whole.

6 Improving health and well being

This section will consider the LAA Block 'Improving health and well being'. The outcomes for this block are:

- Reduce health inequalities
- To increase life expectancy and reduce morbidity of adults
- To improve the quality of life of older people with a limiting long term illness

The evidence to be examined in this section covers the following:

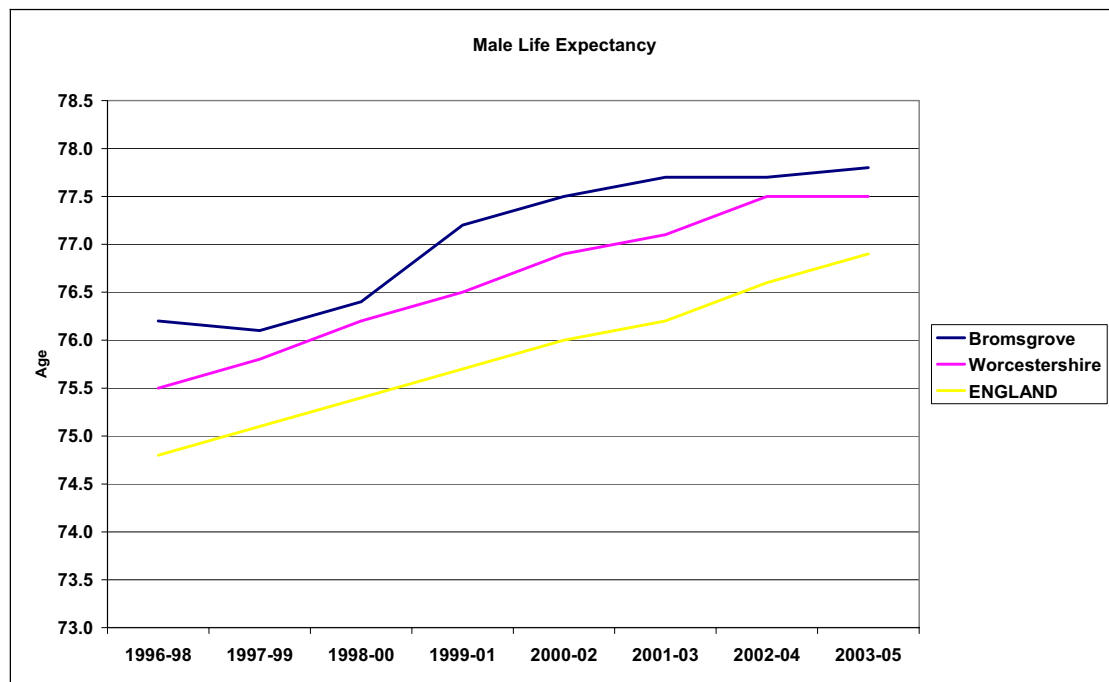
- Life expectancy
- District level mortality rates
- Infant mortality
- Estimate of healthy lifestyle behaviours
- Alcohol related issues
- Health profile for Bromsgrove 2006

6.1 Life expectancy

This section will consider male and female life expectancy in Bromsgrove, Worcestershire and England.

Table 6.1 and Figure 6.1 present male life expectancy and show that whilst males in Bromsgrove have a higher life expectancy than males in Worcestershire or England, the percentage change in life expectancy between 2001-03 and 2003-05 was less than the equivalent change in Worcestershire and England.

Figure 6.1 - Male life expectancy



Source: DoH

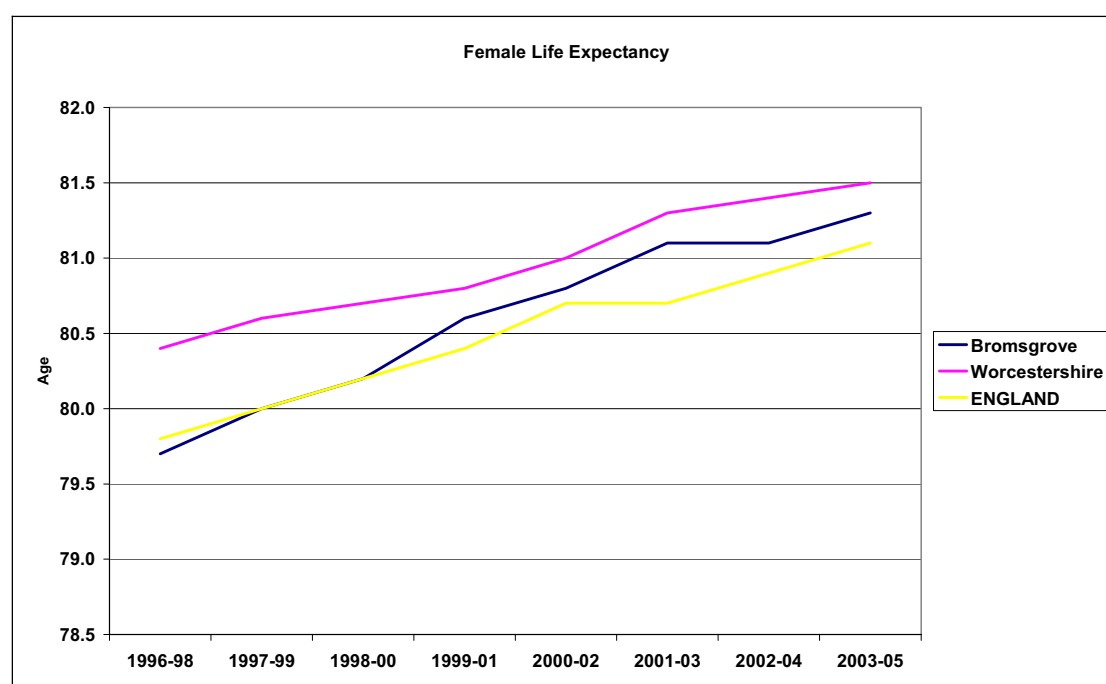
Table 6.1 – Male life expectancy

	2001-03	2003-05	% change
Bromsgrove	77.7	77.8	0.1
Worcestershire	77.1	77.5	0.5
ENGLAND	76.2	76.9	0.9

Source: DoH

Table 6.2 and Figure 6.2 present female life expectancy, showing that the life expectancy for females in Bromsgrove is slightly lower than that in Worcestershire as a whole.

Figure 6.2 – Female life expectancy



Source: DoH

Table 6.2 – Female life expectancy

	2001-03	2003-05	% change
Bromsgrove	81.1	81.3	0.2
Worcestershire	81.3	81.5	0.2
ENGLAND	80.7	81.1	0.5

Source: DoH

At a ward level, the Department of Health's 'Health Profile for Bromsgrove' shows that life expectancy in St Johns and Sidemoor wards is significantly lower than the England average.

6.2 District level mortality rates

This section will consider mortality rates relating to circulatory disease, cancer and suicide. Table 6.3 and Figure 6.3 present directly age standardised mortality rates per 100,000 population for coronary heart disease and stroke and related conditions (circulatory disease) at ages under 75 years.

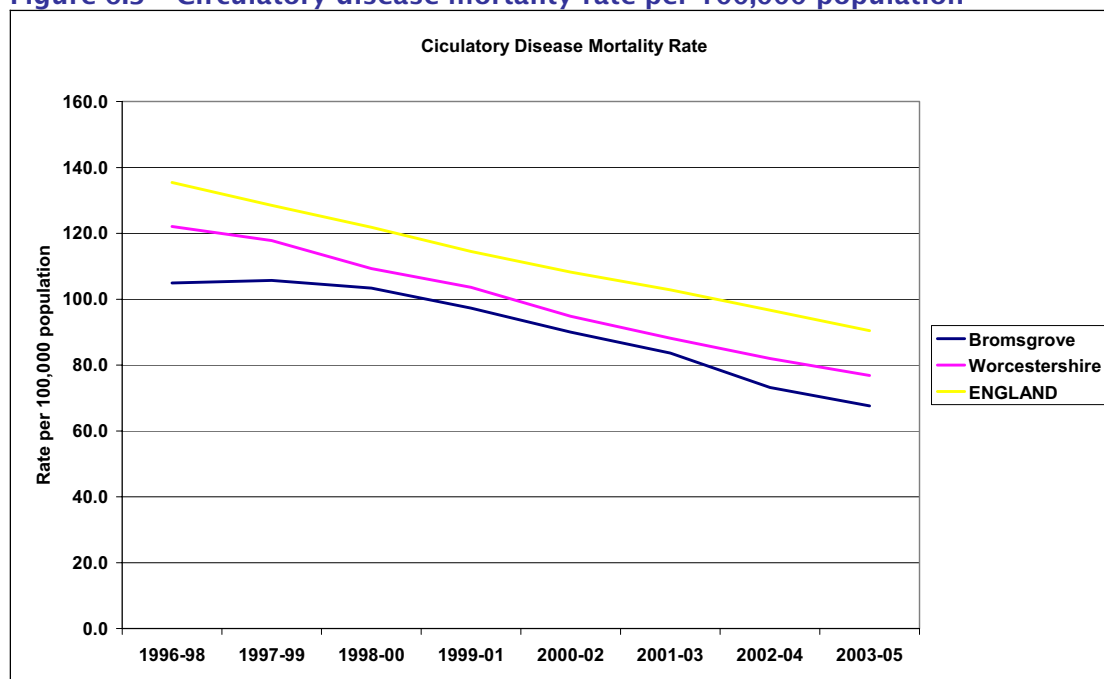
Table 6.3 - Circulatory disease mortality rate per 100,000 population

	2001-03	2003-05	% change
Bromsgrove	83.6	67.6	-19.1
Worcestershire	88.2	76.8	-12.9
ENGLAND	102.8	90.4	-12.1

Source: ONS/DoH

Table 6.3 shows that the mortality rate from circulatory disease is significantly lower in Bromsgrove than in Worcestershire and England. The rate has also decreased by 19% between 2001-03 and 2003-05.

Figure 6.3 - Circulatory disease mortality rate per 100,000 population



Source: ONS/DoH

Table 6.4 and Figure 6.4 present directly age standardised mortality rates per 100,000 population for cancer (all malignant neoplasms) at all ages under 75 years.

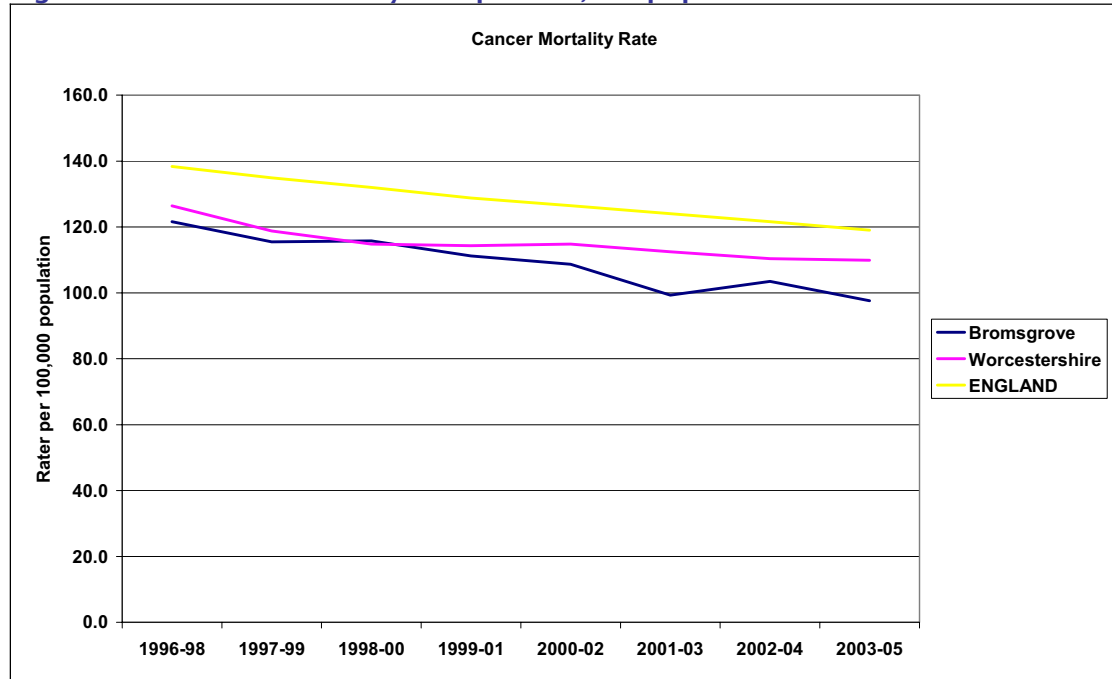
Table 6.4 - Cancer mortality rate per 100,000 population

	2001-03	2003-05	% change
Bromsgrove	99.3	97.6	-1.7
Worcestershire	112.5	109.9	-2.3
ENGLAND	124.0	119.0	-4.0

Source: ONS/DoH

Table 6.4 shows that the mortality rate from cancer is significantly lower in Bromsgrove than in Worcestershire and England. The rate has decreased by 1.7% between 2001-03 and 2003-05.

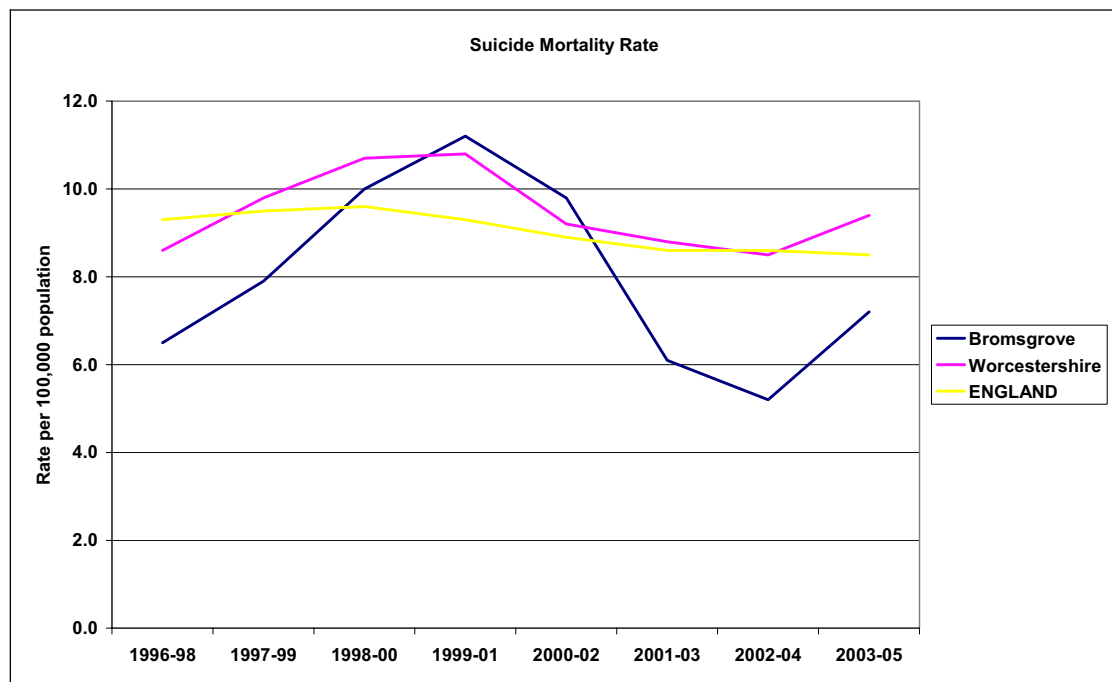
Figure 6.4 - Cancer mortality rate per 100,000 population



Source: ONS/DoH

Table 6.5 and Figure 6.5 present directly age standardised mortality rates per 100,000 population for suicide and undetermined injury at all ages.

Figure 6.5 - Suicide mortality rate per 100,000 population



Source: ONS/DoH

Table 6.5 – Suicide mortality rate per 100,000 population

	2001-03	2003-05	% change
Bromsgrove	6.1	7.2	18.0
Worcestershire	8.8	9.4	6.8
ENGLAND	8.6	8.5	-1.2

Source: ONS/DoH

Table 6.5 shows that the mortality rate from suicide is lower in Bromsgrove than in Worcestershire and England. However, the rate has increased by 18% between 2001-03 and 2003-05.

6.3 Infant mortality

Table 6.6 presents the infant mortality rate for Bromsgrove for pooled years between 2000 and 2005. Whilst the rate appears to be increasing, it is worth noting the small numbers and the wide confidence intervals

Table 6.6 – Infant mortality rate (under 1 year)

	No. of deaths under 1 year	Rate per 1,000 live births	95% CI	
			RateLL	RateUL
2003-2005	16	6.1	3.7	9.9
2002-2004	13	5.1	2.9	8.7
2001-2003	8	3.2	1.6	6.5
2000-2002	6	2.4	1.1	5.4

Source: Worcestershire PCT

6.4 Estimates of Healthy Lifestyle Behaviours

The National Centre for Social Research (NatCen) was commissioned by the Department of Health/ Information Centre, to produce model-based estimates and confidence intervals for a range of healthy lifestyle variables at ward level. The outcome measure for the estimates were generated from data collected in the Health Survey for England (HSfE) and provide information on the following:

- Smoking for adults (aged 16 years or more);
- Binge drinking for adults (aged 16 or more);
- Obesity for adults (aged 16 years or more);
- Consumption of 5 or more portions of fruit and vegetables a day for adults (aged 16 years or more); and
- Consumption of 3 or more portions of fruit and vegetables a day for children (aged from 5 to 15 years inclusive).

The synthetic estimates are not estimated counts of the number of people or prevalence of a behaviour e.g. smoking in a ward. They are the **expected** prevalence of a behaviour for any ward, given the characteristics of that area (demographic and social characteristics). The synthetic estimates should be considered with their associated Confidence Intervals when making comparisons of one area with another.

For further information regarding this data source, visit Neighbourhood Statistics at www.statistics.gov.uk/neighbourhood.

The following graphs illustrate each of the 5 variables listed above at ward level.

Figure 6.6 shows that Charford ward is estimated to have the highest rate of people aged 16 or over who smoke.

Figure 6.6 - Estimate of smoking

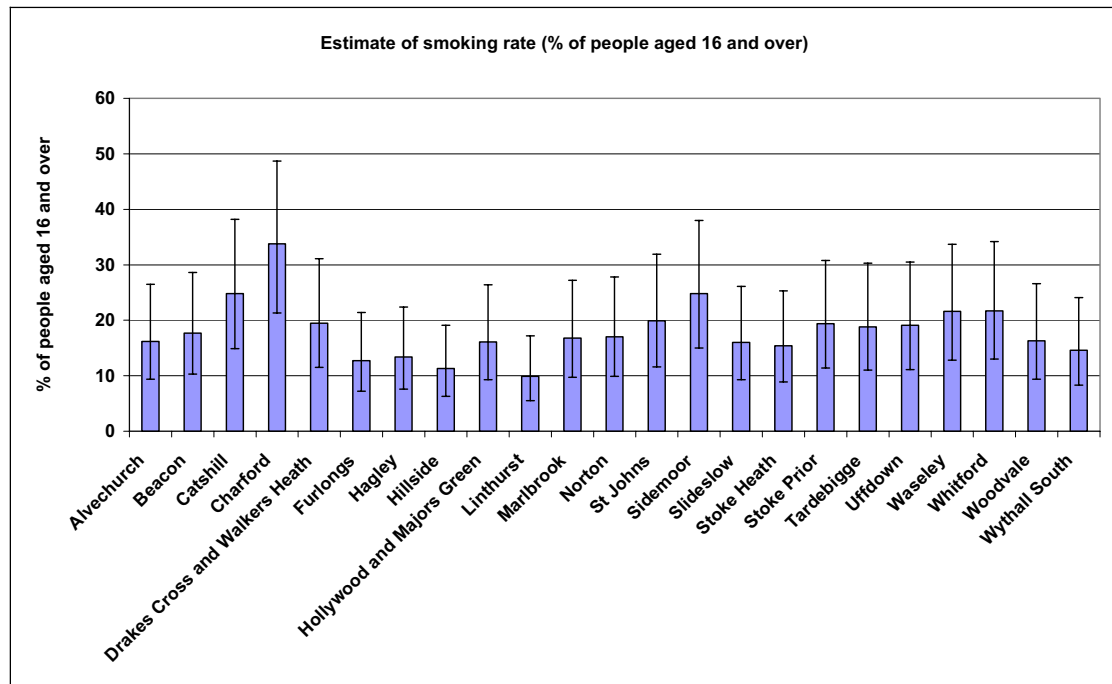


Figure 6.7 - Estimate of binge drinking

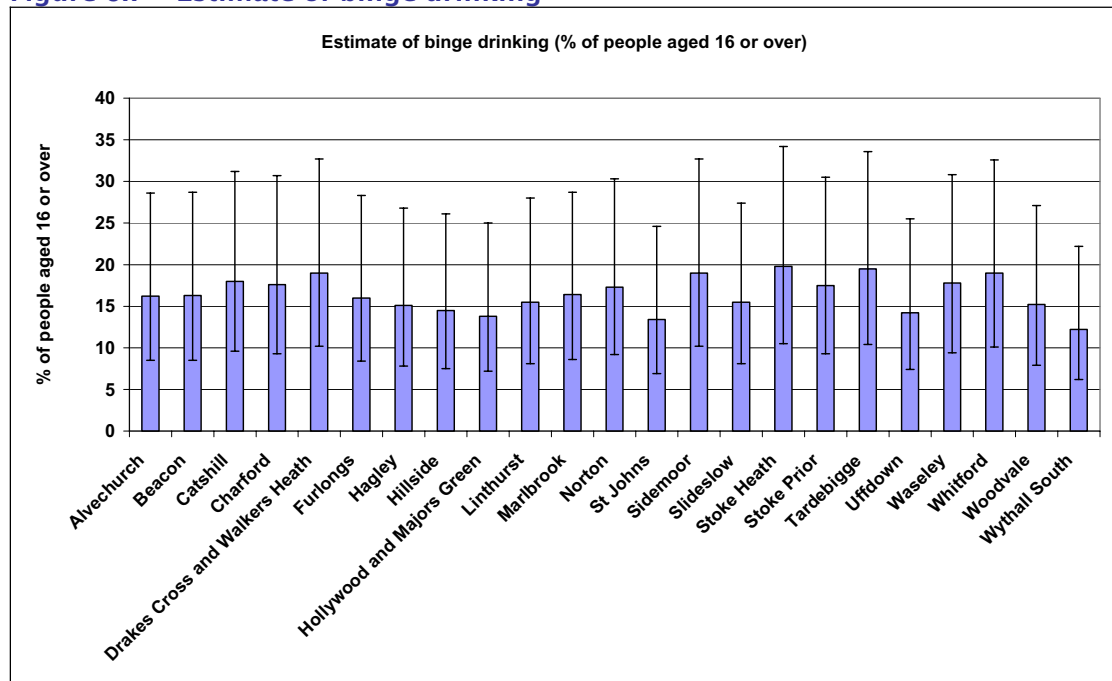


Figure 6.7 illustrates the estimation of binge drinking across wards in Bromsgrove. Stoke Heath and Tardebigge wards are estimated to have the highest proportion of people aged 16 or over who binge drink.

Figure 6.8 shows that Sidemoor ward is estimated to have the highest proportion of people aged 16 or over who are obese.

Figure 6.8 - Estimate of obesity

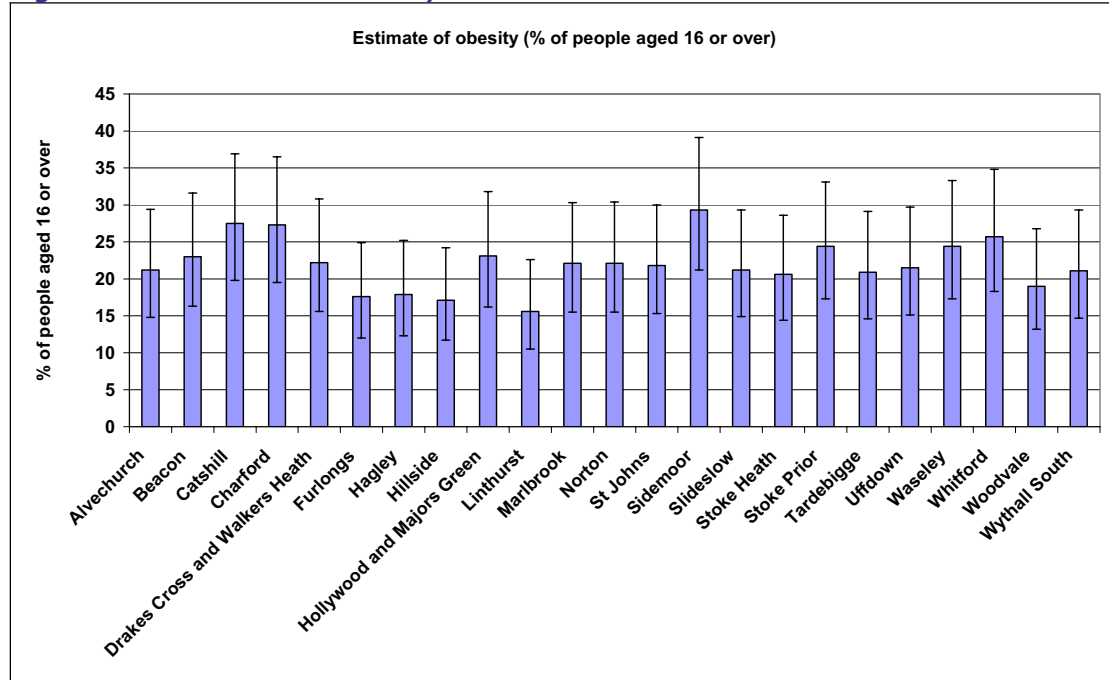


Figure 6.9 - Estimate of fruit and vegetable consumption

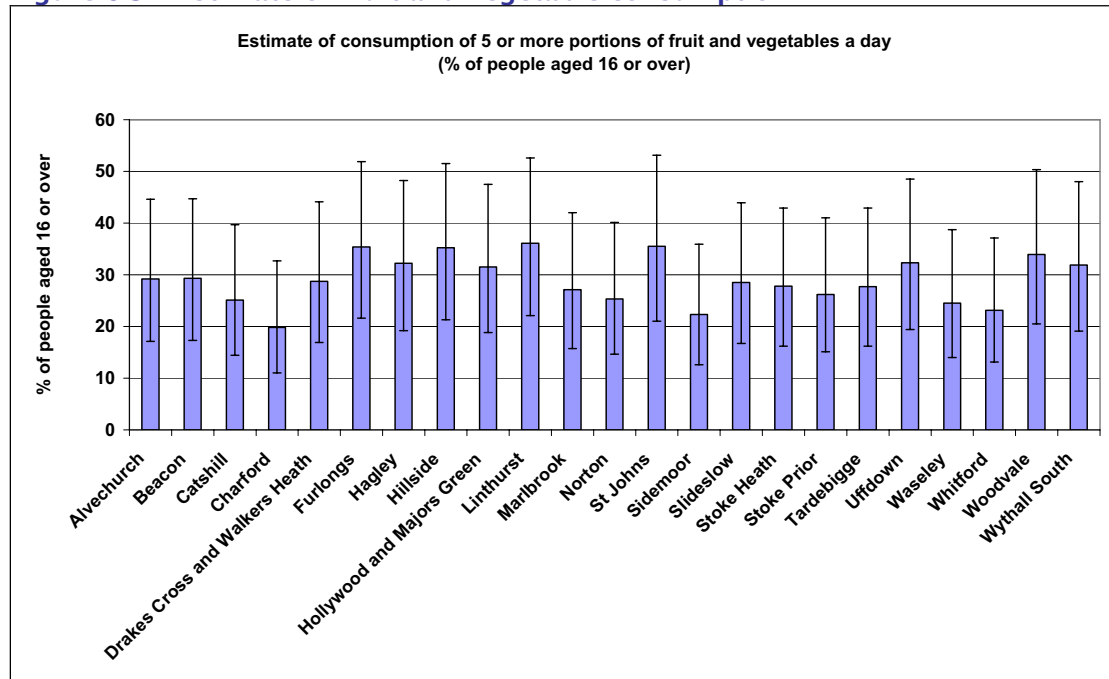
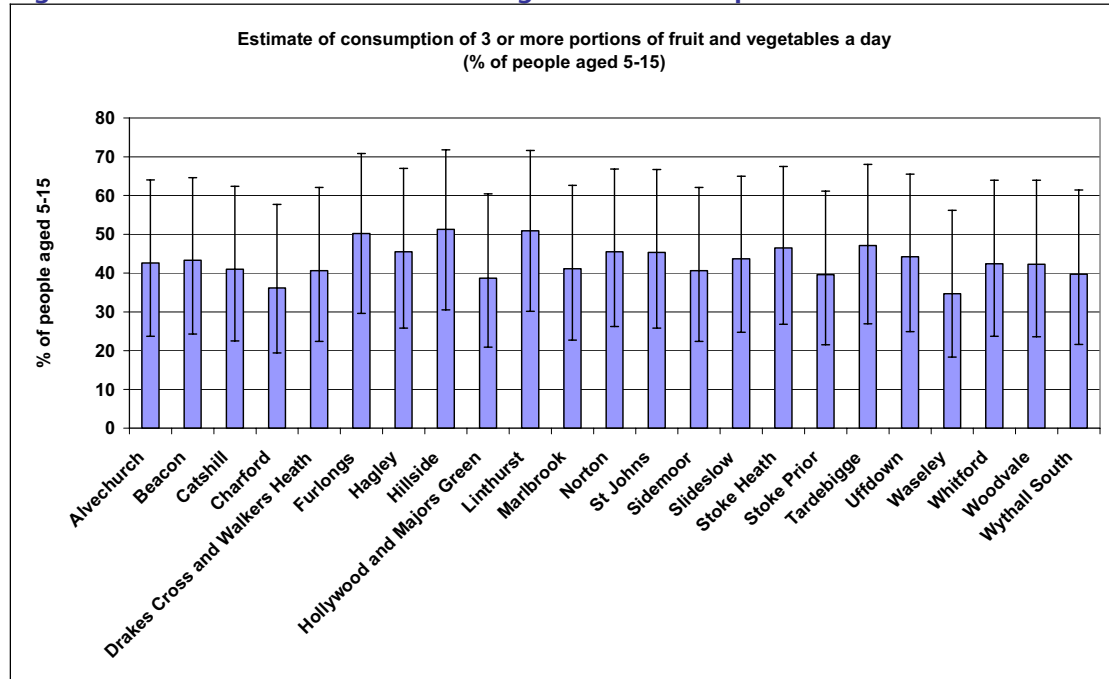


Figure 6.9 shows that adults in Charford ward are estimated to be least likely to eat 5 or more portions of fruit and vegetables a day.

Figure 6.10 presents an estimate of fruit and vegetable consumption for children aged 5-15. Waseley ward is estimated to have the lowest proportion of children eating 3 or more portions of fruit and vegetables a day.

Figure 6.10 - Estimate of fruit and vegetable consumption



6.5 Alcohol related issues

Table 6.7 shows alcohol related crime in districts across Worcestershire. Bromsgrove has a slightly higher rate of crime attributable to alcohol compared with Malvern Hills and Wychavon.

Table 6.7 - Alcohol and crime

	All recorded crime – number attributable to alcohol	Recorded crime attributable to alcohol/1,000 pop
Bromsgrove	574	6.33
Malvern Hills	311	4.18
Redditch	767	9.67
Worcester	970	10.37
Wychavon	541	4.67
Wyre Forest	669	6.82

Source: NWPHO using data from UK Home Office (www.homeoffice.gov.uk/), and population data from Office for National Statistics (www.statistics.gov.uk).

Table 6.8 presents hospital episode statistics for alcohol specific conditions. In comparison with other districts in Worcestershire, Bromsgrove has one of the lower rates of male admission of alcohol specific conditions, whereas for female admission, Bromsgrove has one of the higher rates in the county.

Table 6.8 – Hospital admissions for alcohol specific conditions

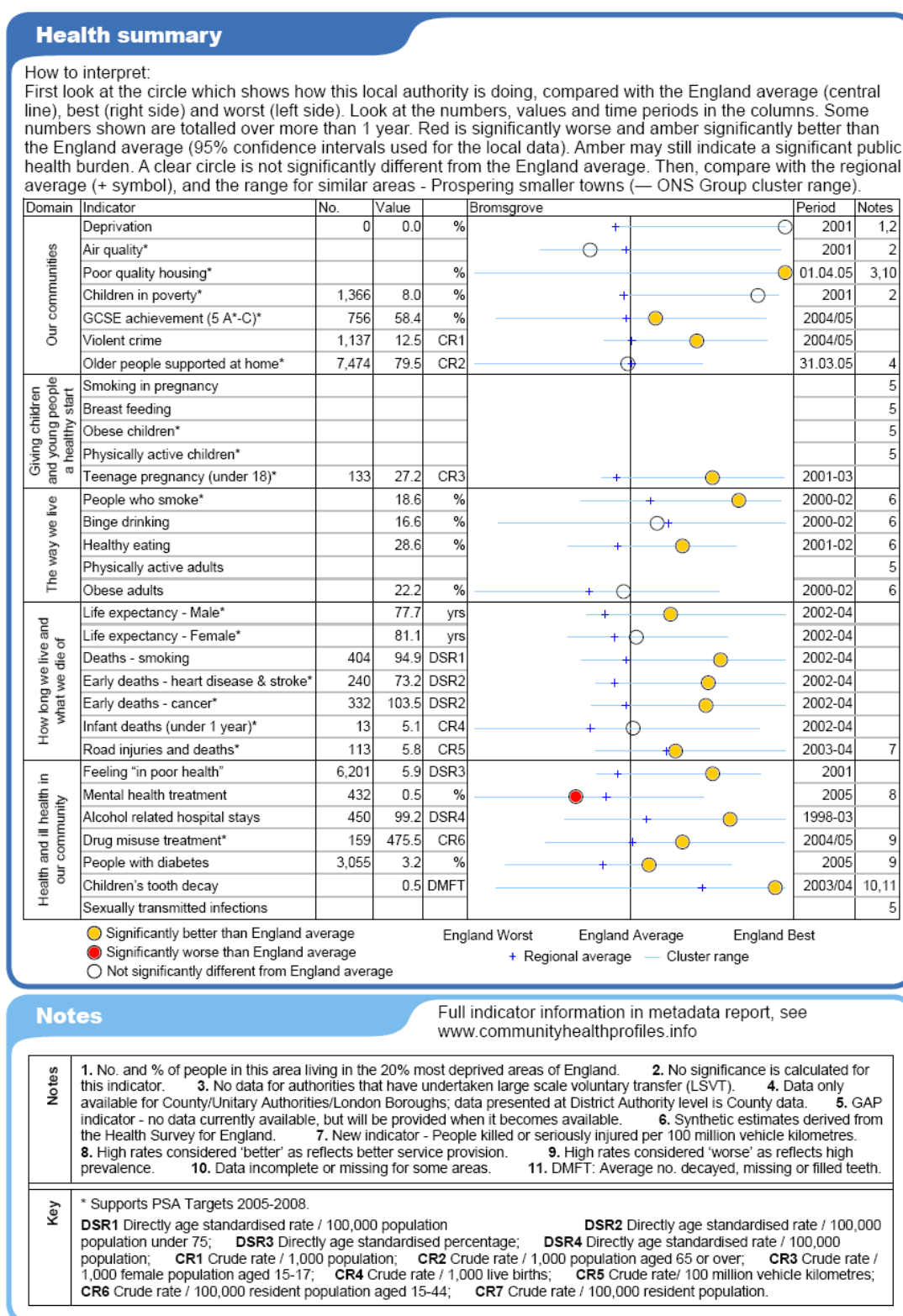
	Male hospital admission for alcohol specific conditions/ 100,000 population	Lower 95% confidence limit	Upper 95% confidence limit	Female hospital admission for alcohol specific conditions/ 100,000 population	Lower 95% confidence limit	Upper 95% confidence limit
Bromsgrove	205.25	163.20	247.29	126.83	92.83	160.83
Malvern Hills	167.40	124.23	210.57	73.54	44.55	102.53
Redditch	296.86	243.67	350.05	123.15	88.75	157.55
Worcester	284.48	235.90	333.07	126.07	94.07	158.06
Wychavon	175.30	140.41	210.18	84.95	60.48	109.43
Wyre Forest	233.85	189.73	277.97	126.07	94.52	157.62

Source: NWPHO using data from UK Home Office (www.homeoffice.gov.uk/), and population data from Office for National Statistics (www.statistics.gov.uk).

6.6 Health Profile for Bromsgrove 2006

Local authority health profiles are designed to show the health of people in each local authority area, and include comparisons with other similar populations. They are produced by Public Health Observatories and will be updated annually. Figure 6.11 presents the summary from the profile for Bromsgrove.

Figure 6.11 – Health Summary from Bromsgrove Health Profile, 2006



Notes

Full indicator information in metadata report, see www.communityhealthprofiles.info

Notes	1. No. and % of people in this area living in the 20% most deprived areas of England. 2. No significance is calculated for this indicator. 3. No data for authorities that have undertaken large scale voluntary transfer (LSVT). 4. Data only available for County/Unitary Authorities/London Boroughs; data presented at District Authority level is County data. 5. GAP indicator - no data currently available, but will be provided when it becomes available. 6. Synthetic estimates derived from the Health Survey for England. 7. New indicator - People killed or seriously injured per 100 million vehicle kilometres. 8. High rates considered 'better' as reflects better service provision. 9. High rates considered 'worse' as reflects high prevalence. 10. Data incomplete or missing for some areas. 11. DMFT: Average no. decayed, missing or filled teeth.
Key	* Supports PSA Targets 2005-2008. DSR1 Directly age standardised rate / 100,000 population under 75; DSR2 Directly age standardised rate / 100,000 population under 75; DSR3 Directly age standardised percentage; DSR4 Directly age standardised rate / 100,000 population; CR1 Crude rate / 1,000 population; CR2 Crude rate / 1,000 population aged 65 or over; CR3 Crude rate / 1,000 female population aged 15-17; CR4 Crude rate / 1,000 live births; CR5 Crude rate/ 100 million vehicle kilometres; CR6 Crude rate / 100,000 resident population aged 15-44; CR7 Crude rate / 100,000 resident population.

Improving health and well being – Summary

This analysis of health and well being has highlighted the following issues:

- Whilst males in Bromsgrove have a higher life expectancy than males in Worcestershire or England, the percentage change in life expectancy between 2001-03 and 2003-05 was less than the equivalent change in Worcestershire and England.
- Life expectancy for females in Bromsgrove is slightly lower than that in Worcestershire as a whole.
- The mortality rate from circulatory diseases decreased by 19% between 2001-03 and 2003-05.
- The mortality rate from suicide increased by 18% between 2001-03 and 2003-05.
- Charford ward is estimated to have the highest rate of people aged 16 or over who smoke.
- Stoke Heath and Tardebigge wards are estimated to have the highest proportion of people aged 16 or over who binge drink.
- Sidemoor ward is estimated to have the highest proportion of people aged 16 or over who are obese.

7 Meeting the needs of children and young people

This section will consider the LAA Block 'Meeting the needs of children and young people'. The outcomes for this block are:

- To improve access to and take up of integrated local preventative services
- To develop inclusive communities by increasing the level of educational attainments
- To increase participation in education and training
- To improve the life chance so vulnerable children and young people
- To enrich the experiences and development of children and young people through activity and positive contribution
- To ensure that children and young people are protected from harm
- To increase life expectancy and reduce morbidity of children and young people

The evidence to be examined in this section covers the following:

- Key Stage 2, 3 and 4 data
- School absence data
- Teenage pregnancy data
- Connexions data
- Relevant Quality of Life Indicators (from the Audit Commission)

7.1 Key Stage 2, 3 and 4 data

Table 7.1 presents Key Stage 2 attainment in English for primary schools in Bromsgrove. The highest performing school at 2006 was Clent Parochial Primary School (100% of pupils achieving Level 4 or above in English), whereas the poorest performing schools were Beaconside Primary and The Coppice Primary school (both 72%).

Table 7.1 - % of pupils achieving Level 4 or above in English (Key Stage 2)

Primary Schools	2006	2005	2004	2003
Alvechurch CofE Middle School	94%	94%	92%	82%
Aston Fields Middle School	86%	86%	82%	80%
Beaconside Primary and Nursery School	72%	72%	63%	76%
Belbroughton CofE Primary School and Nursery	95%	95%	-	-
Bromsgrove, Catshill Middle School	81%	81%	80%	78%
Bromsgrove, Parkside Middle School	88%	88%	70%	76%
Clent Parochial Primary School	100%	100%	-	-
Hagley Primary School	95%	95%	-	89%
Hollywood, The Coppice Primary School	72%	72%	80%	82%
Holywell Primary and Nursery School	93%	93%	88%	68%
Lickey Hills Primary School	91%	91%	83%	91%
Romsley St Kenelm's CofE Primary School	95%	95%	-	-
St John's CofE Foundation Middle School	84%	84%	80%	85%
Wythall, Meadow Green Primary	91%	91%	93%	69%

Source: DfES

Table 7.2 presents Key Stage 2 attainment in Maths for primary schools in Bromsgrove. The highest performing school at 2006 was St. Kenelms Church of England Primary School (95% of pupils achieving Level 4 or above in Maths), whereas the poorest performing school was Beaconside Primary (48%).

Table 7.2 - % of pupils achieving Level 4 or above in Maths (Key Stage 2)

Primary Schools	2006	2005	2004	2003
Alvechurch CofE Middle School	87%	87%	91%	81%
Aston Fields Middle School	78%	78%	73%	71%
Beaconside Primary and Nursery School	48%	48%	59%	56%
Belbroughton CofE Primary School and Nursery	86%	86%	-	-
Bromsgrove, Catshill Middle School	79%	79%	76%	79%
Bromsgrove, Parkside Middle School	75%	75%	71%	66%
Clent Parochial Primary School	81%	81%	-	-
Hagley Primary School	91%	91%	-	83%
Hollywood, The Coppice Primary School	78%	78%	77%	71%
Holywell Primary and Nursery School	87%	87%	73%	70%
Lickey Hills Primary School	82%	82%	79%	91%
Romsley St Kenelm's CofE Primary School	95%	95%	-	-
St John's CofE Foundation Middle School	71%	71%	76%	79%
Wythall, Meadow Green Primary	77%	77%	88%	75%

Source: DfES

Table 7.3 presents Key Stage 2 attainment in Science for primary schools in Bromsgrove. The highest performing schools at 2006 were Belbroughton Church of England Primary School, Clent Parochial Primary and St. Kenelms Church of England Primary School (all 100%), whereas the poorest performing school was Beaconside Primary (72%).

Table 7.3 - % of pupils achieving Level 4 or above in Science (Key Stage 2)

Primary Schools	2006	2005	2004	2003
Alvechurch CofE Middle School	97%	97%	99%	97%
Aston Fields Middle School	93%	93%	90%	94%
Beaconside Primary and Nursery School	72%	72%	97%	85%
Belbroughton CofE Primary School and Nursery	100%	100%	-	-
Bromsgrove, Catshill Middle School	85%	85%	85%	84%
Bromsgrove, Parkside Middle School	93%	93%	83%	82%
Clent Parochial Primary School	100%	100%	-	-
Hagley Primary School	98%	98%	-	96%
Hollywood, The Coppice Primary School	93%	93%	88%	91%
Holywell Primary and Nursery School	93%	93%	93%	83%
Lickey Hills Primary School	95%	95%	94%	98%
Romsley St Kenelm's CofE Primary School	100%	100%	-	-
St John's CofE Foundation Middle School	89%	89%	94%	93%
Wythall, Meadow Green Primary	91%	91%	95%	86%

Source: DfES

Figure 7.1 presents the average points score at Key Stage 2, by pupil residence.

Figure 7.1 – Average Points Score – Key Stage 2 (2003)

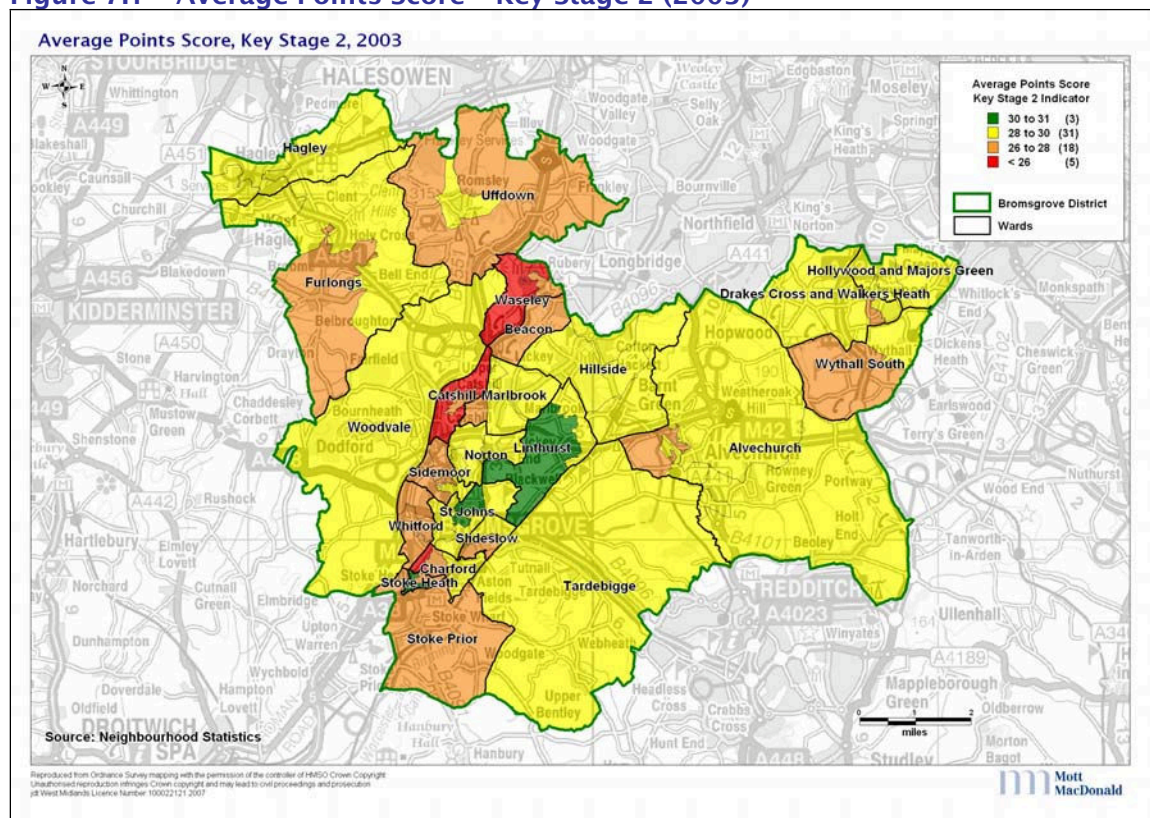


Table 7.4 presents Key Stage 3 attainment in English for secondary schools in Bromsgrove. The highest performing schools at 2005 were Haybridge High School and Woodrush Community High School (91% of pupils achieving Level 5 or above in English), whereas the poorest performing school was North Bromsgrove High School (71%).

Table 7.4 – % of pupils achieving Level 5 or above in English (Key Stage 3)

Secondary Schools	2005	2004	2003
Hagley Roman Catholic High Sch...	88%	90%	87%
Haybridge High School and Sixt...	91%	75%	80%
North Bromsgrove High School	71%	68%	60%
South Bromsgrove Community Hig...	81%	78%	76%
Waseley Hills High School and ...	86%	75%	63%
Woodrush Community High School	91%	67%	67%

Source: DfES

Table 7.5 presents Key Stage 3 attainment in Maths for secondary schools in Bromsgrove. The highest performing school at 2005 was Haybridge High School (95% of pupils achieving Level 5 or above in Maths), whereas the poorest performing school was North Bromsgrove High School (72%).

Table 7.5 – % of pupils achieving Level 5 or above in Maths (Key Stage 3)

Secondary Schools	2005	2004	2003
Hagley Roman Catholic High Sch...	83%	90%	87%
Haybridge High School and Sixt...	95%	87%	90%
North Bromsgrove High School	72%	75%	73%
South Bromsgrove Community Hig...	81%	86%	80%
Waseley Hills High School and ...	84%	76%	67%
Woodrush Community High School	82%	78%	77%

Source: DfES

Table 7.6 presents Key Stage 3 attainment in Science for secondary schools in Bromsgrove. The highest performing school at 2005 was Haybridge High School (87% of pupils achieving Level 5 or above in Science), whereas the poorest performing school was North Bromsgrove High School (70%).

Table 7.6 – % of pupils achieving Level 5 or above in Science (Key Stage 3)

Secondary Schools	2005	2004	2003
Hagley Roman Catholic High Sch...	81%	88%	88%
Haybridge High School and Sixt...	87%	80%	88%
North Bromsgrove High School	70%	66%	70%
South Bromsgrove Community Hig...	86%	83%	83%
Waseley Hills High School and ...	84%	70%	76%
Woodrush Community High School	76%	71%	71%

Source: DfES

Figure 7.2 – Average Points Score – Key Stage 3 (2003)

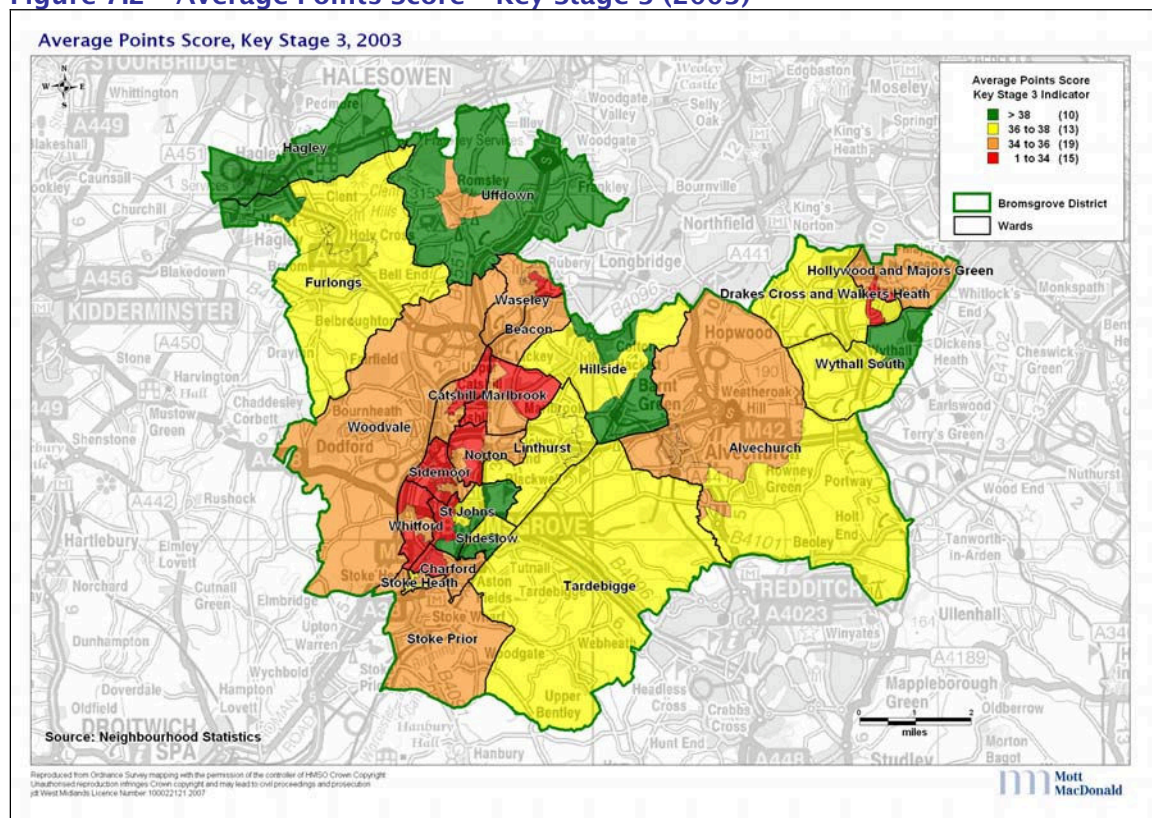


Figure 7.2 presents the average points score at Key Stage 3, by pupil residence.

Table 7.7 presents GCSE attainment for secondary schools in Bromsgrove. The highest performing school at 2005 was Haybridge High School (92% of pupils achieving 5 or more GCSEs A*-C), whereas the poorest performing school was North Bromsgrove High School (45%).

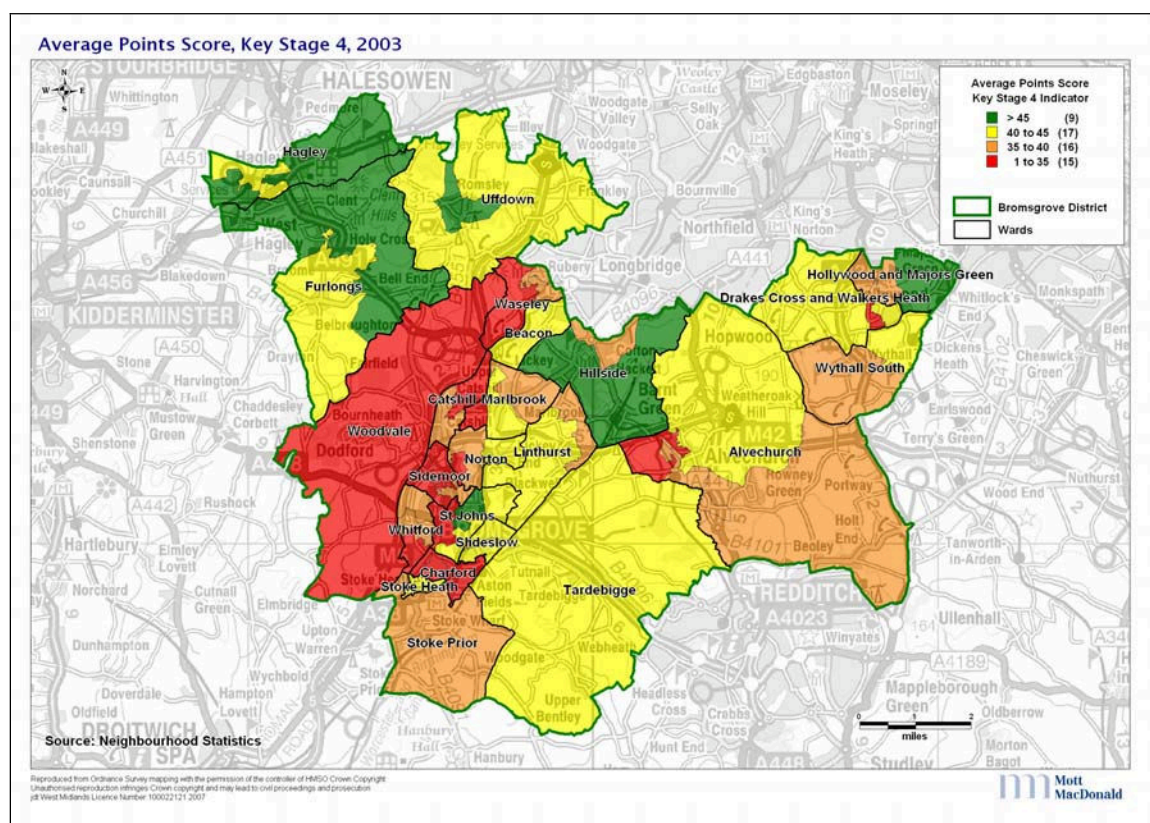
Table 7.7 - % of pupils 5 or more GCSEs at A*-C (Key Stage 4)

Secondary Schools	2005	2004	2003
Bromsgrove School	95%	81%	76%
Hagley Roman Catholic High Sch...	69%	74%	70%
Haybridge High School and Sixt...	92%	94%	86%
North Bromsgrove High School	45%	53%	44%
South Bromsgrove Community Hig...	64%	63%	62%
Waseley Hills High School and ...	54%	51%	54%
Woodrush Community High School	46%	56%	58%

Source: DFES

Figure 7.3 presents the average points score at Key Stage 4, by pupil residence.

Figure 7.3 - Average Points Score - Key Stage 4 (2003)



7.2 School Absence data

Table 7.8 presents absence data for primary schools in Bromsgrove in 2006. Parkside Middle School had the highest percentage of half days missed due to

authorised absence, whereas Aston Fields Middle School and Catshill Middle School had the highest proportion of unauthorised absences

Table 7.8 – Absence data for primary schools, 2005

Primary Schools	% of half days missed due to	
	Authorised absence	Unauthorised absence
Alvechurch CofE Middle School	4.80%	
Aston Fields Middle School	5.60%	0.60%
Beaconside Primary and Nursery School	5.00%	0.30%
Belbroughton CofE Primary School and Nursery	3.60%	0.10%
Bromsgrove, Catshill Middle School	6.00%	0.60%
Bromsgrove, Parkside Middle School	6.40%	0.40%
Clent Parochial Primary School	4.00%	0.50%
Hagley Primary School	4.50%	
Hollywood, The Coppice Primary School	4.70%	0.10%
Holywell Primary and Nursery School	5.40%	
Lickey Hills Primary School	5.60%	
Romsley St Kenelm's CofE Primary School	4.70%	0.10%
St John's CofE Foundation Middle School	5.90%	0.10%
Wythall, Meadow Green Primary	5.70%	

Source: DfES

Table 7.9 presents absence data for secondary schools in Bromsgrove in 2005. South Bromsgrove Community High School had the highest percentage of half days missed due to authorised and unauthorised absences (7.2% and 2.5% respectively).

Table 7.9 – Absence data for secondary schools, 2005

Secondary Schools	% of half days missed due to	
	Authorised absence	Unauthorised absence
Bromsgrove School	3.60%	-
Hagley Roman Catholic High Sch...	5.80%	0.80%
Haybridge High School and Sixt...	4.80%	0.40%
North Bromsgrove High School	6.30%	1.70%
South Bromsgrove Community Hig...	7.20%	2.50%
Waseley Hills High School and ...	5.40%	0.80%
Woodrush Community High School	6.40%	1.00%

Source: DfES

7.3 Teenage Pregnancy data

Table 7.10 presents teenage conception information for districts in Worcestershire between 1997 and 2004. At 2004, Bromsgrove had the second lowest teenage conception rate of all authorities in Worcestershire, next to Malvern Hills. The rate in Bromsgrove (22.4 conceptions per 1,000 females) is almost half that of the England average. The rate has also decreased in Bromsgrove from 26.7 in 1997, whereas some districts in the County have experienced an increase in the rate.

Table 7.10 – Teenage conception rate (per 1,000 females aged 15-17)

	1997 rate	1998 rate	1999 rate	2000 rate	2001 rate	2002 rate	2003 rate	2004 rate
Bromsgrove	26.7	28.1	24.3	27.6	22.1	31.1	28.2	22.3
Malvern Hills	23.2	16.0	29.0	30.5	22.2	25.9	29.6	20.5
Redditch	36.1	41.6	45.6	43.4	44.5	40.7	36.8	41.5
Worcester	58.7	50.6	49.7	49.7	43.5	51.2	51.4	45.7
Wychavon	28.7	31.8	25.5	24.9	25.0	29.3	29.2	29.6
Wyre Forest	49.2	40.9	46.1	42.0	43.4	43.5	38.4	39.7
England	45.5	46.6	44.8	43.6	42.5	42.6	42.1	41.5

Source: Worcestershire PCT

Table 7.11 presents the teenage conception rate for wards in Bromsgrove for 2002-04. Alongside for comparison is the deprivation quintile (from a national comparison) extracted from the Indices of Deprivation 2004, and GCSE attainment for boys and girls from those wards. The highest teenage conception rate was in Charford ward, which corresponds with the lowest proportion of boys and girls achieving 5 or more GCSEs A*-C.

Table 7.11 – Teenage conception rate by ward (per 1,000 females aged 15-17), 2002-04

	Under 18 conception rate 2002- 04	Deprivation quintile (5=most deprived)	% of girls achieving 5+ GCSEs at A* to C	% of boys achieving 5+ GCSEs at A* to C
Alvechurch	27.2	2	68.8	61.5
Beacon	44.4	2	61.9	57.1
Catshill	17.9	3	62.5	44.4
Charford	108.5	4	38.7	27.3
Drakes Cross and Walkers Heath	21.7	2	74.1	60.0
Furlongs	25.3	1
Hagley	-	1
Hillside	-	1	88.5	76.9
Hollywood and Majors Green	43.7	1	69.2	61.8
Linthurst	-	1	72.7	36.4
Marlbrook	43.0	2	68.0	55.6
Norton	-	1	65.5	51.7
St Johns	30.0	3	68.0	61.1
Sidemoor	37.0	4	45.9	36.7
Slideslow	-	1	73.1	80.0
Stoke Heath	-	1	76.5	53.8
Stoke Prior	-	2	58.3	60.0
Tardebigge	-	2	64.3	80.0
Uffdown	-	3
Waseley	17.5	2	58.6	58.3
Whitford	30.9	2	75.0	50.0

Source: Worcestershire PCT

7.4 Connexions Data

Table 7.12 and Figure 7.4 illustrate the destinations of students leaving Year 11 in Bromsgrove in 2006. 84% of students leaving Year 11 stay on in full-time education, with a further 7% leaving to take up employment.

Table 7.12 - Destinations of students leaving Year 11 in 2006

Category	Total	
	Number	%
F.T Education - Total	964	83.6
Non-employed Training including E2E - Total	47	4.1
Employment - Total	82	7.1
Employment with training leading to NVQ 2 and above	12	1.0
Other employment	70	6.1
Voluntary and Part-Time Activities - Total	8	0.7
NEET - Total	36	3.1
NEET Available (Unemployed)	28	2.4
NEET Unavailable	8	0.7
Others including moved out of contact, no response and refused to participate	16	1.4
TOTAL	1153	100.0

Source: Connexions

Figure 7.4 - Destinations of students leaving Year 11 in 2006

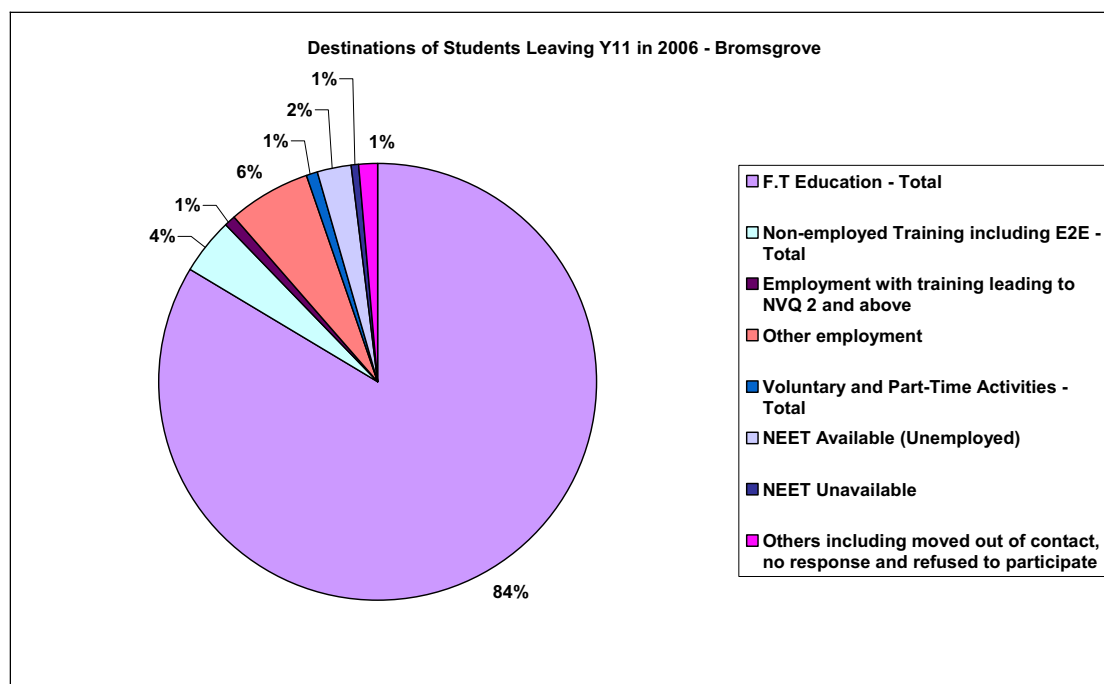


Table 7.13 presents the proportion of 16-18 year olds not in education, employment or training (NEET). The proportion in Bromsgrove has decreased from 4.3% in June 2006 to 3.6% in November 2006.

Table 7.13 - % of 16-18 year olds not in education, employment or training (NEET)

NEET % (adj)	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06
Bromsgrove	4.3	4.7	4.3	3.7	4.2	3.6
Worcestershire	6.8	7.1	7.8	7.2	6.5	5.2

Source: Connexions

7.5 Relevant Quality of Life Indicators (from the Audit Commission)

Table 7.14 - Relevant Quality of Life Indicators

Indicator	Area	Value
% of residents who think that for their local area, over the past three years, that activities for teenagers has got better or stayed the same.	Bromsgrove	60.7%
	Worcestershire	48.0%
% of residents who think that, over the past three years, that facilities for young children have got better or stayed the same.	Bromsgrove	80.1%
	Worcestershire	69.6%

Source: Audit Commission

Meeting the needs of children and young people – Summary

This analysis of children and young people information has highlighted the following issues:

- Primary Schools - Parkside Middle School had the highest percentage of half days missed due to authorised absence, whereas Aston Fields Middle School and Catshill Middle School had the highest proportion of unauthorised absences.
- Secondary Schools - South Bromsgrove Community High School had the highest percentage of half days missed due to authorised and unauthorised absences (7.2% and 2.5% respectively).
- At 2004, Bromsgrove had the second lowest teenage conception rate of all authorities in Worcestershire, next to Malvern Hills. The rate in Bromsgrove (22.4 conceptions per 1,000 females) is almost half that of the England average. The rate has also decreased in Bromsgrove from 26.7 in 1997, whereas some districts in the County have experienced an increase in the rate.
- The highest teenage conception rate was in Charford ward, which corresponds with the lowest proportion of boys and girls achieving 5 or more GCSEs A*-C.
- 84% of students leaving Year 11 in 2006 stayed on in full-time education, with a further 7% leaving to take up employment.
- The proportion of 16-18 year olds not in education, employment or training decreased from 4.3% in June 2006 to 3.6% in November 2006.

8 Stronger communities

This section will consider the LAA Block 'Stronger Communities'. The outcomes for this block are:

- Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery
- To reduce income deprivation including child and pensioner poverty
- To improve passenger transport, leading to improved accessibility and an increase in passenger numbers
- To improve access to services
- To increase opportunities for recreation, leisure and culture for all

The evidence to be examined in this section covers the following:

- Access to services (from Indices of Deprivation, 2004)
- Income Deprivation (from Indices of Deprivation, 2004) Teenage pregnancy data
- Private Sector Housing Condition Survey
- Relevant Quality of Life Indicators (from the Audit Commission)

8.1 Access to Services (from Indices of Deprivation, 2004)

The information presented here constituted an integral part of the Indices of Deprivation 2004 developed by the Social Disadvantage Research Centre of the University of Oxford on behalf of the Department for Communities and Local Government (DCLG). The data presented here relate to road distances to nearest General Practitioner (GP) premises, primary schools, Post Office branches and supermarket/convenience stores. Access to these facilities is a key service that is important to people's everyday lives.

Road distances were measured from each population weighted Census Output Area (OA) centroid to the nearest GP premises, primary school, Post Office branch, supermarket or convenience store. The distance was measured to the nearest 10m. These distances are calculated based upon the route with the least travel time from the population weighted OA centroid to the premises, assuming average road speeds and one-way street travel restrictions. In most cases the quickest route is the same as the geographically shortest route. A Super Output Area (SOA) score was created by taking the population weighted mean of the OA scores, which results in an SOA level average distance that people need to travel by road to the nearest GP premises, primary school, Post Office branch and supermarket or convenience store.

The following maps present the road distances to the services listed above. Key issues include:

- Parts of Uffdown ward are the least accessible (by road) to a GP's practice.
- Tardebigge ward and parts of Alvechurch, Hillside and Furlongs ward are the furthest from a primary school.
- Parts of Furlong ward are over 4.5km from a supermarket or convenience store.
- Parts of Alvechurch ward are over 3km from a Post Office.

Figure 8.1 – Road distance to GP premises (km), Indices of Deprivation, 2004

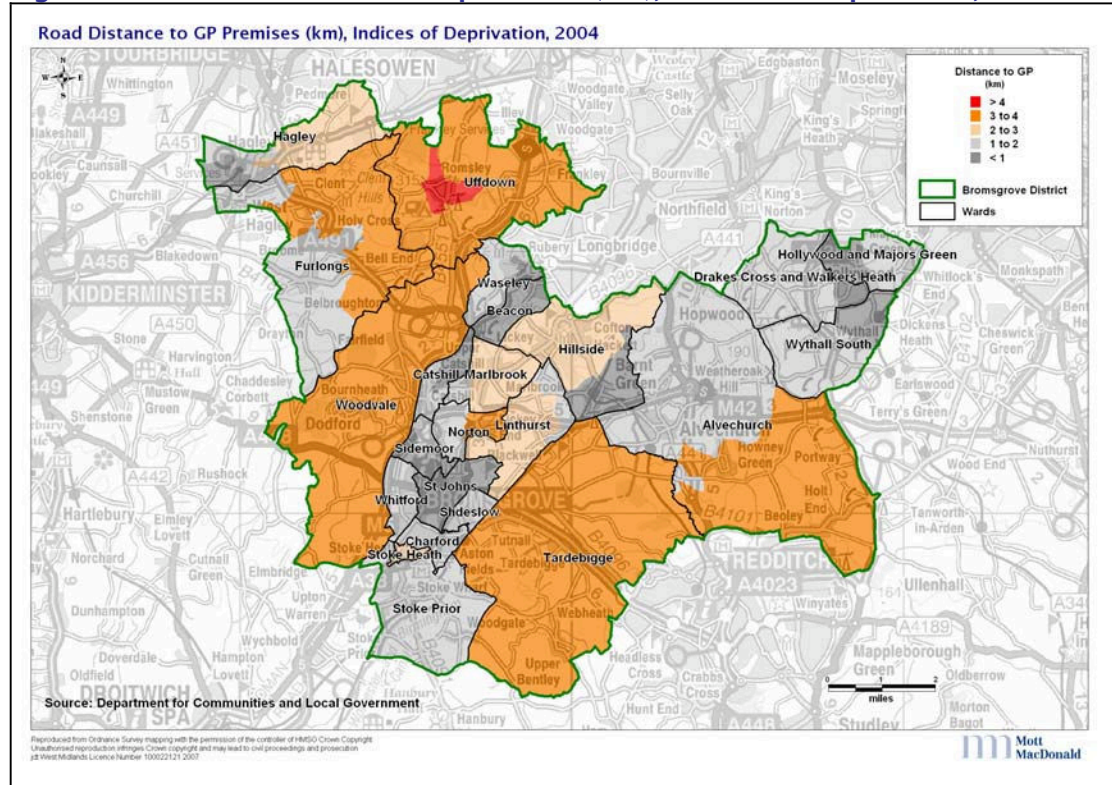


Figure 8.2 – Road distance to a Primary School (km), Indices of Deprivation, 2004

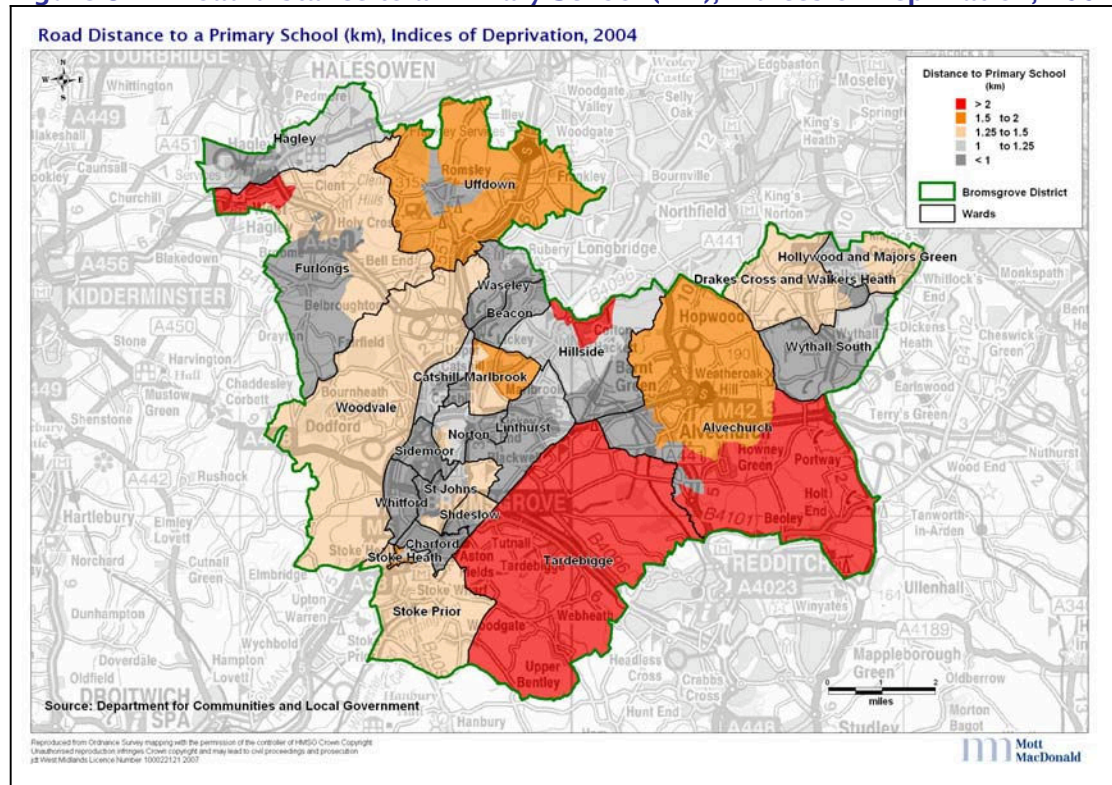


Figure 8.3 – Road distance to a Supermarket (km), Indices of Deprivation, 2004

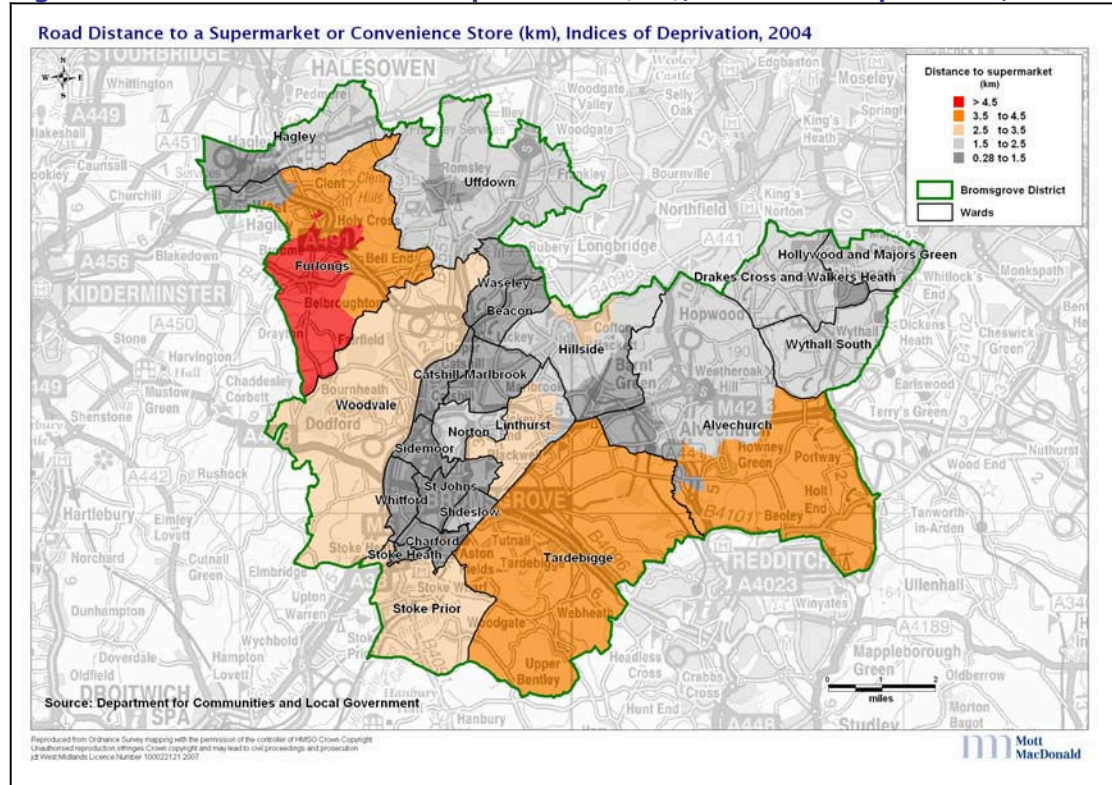
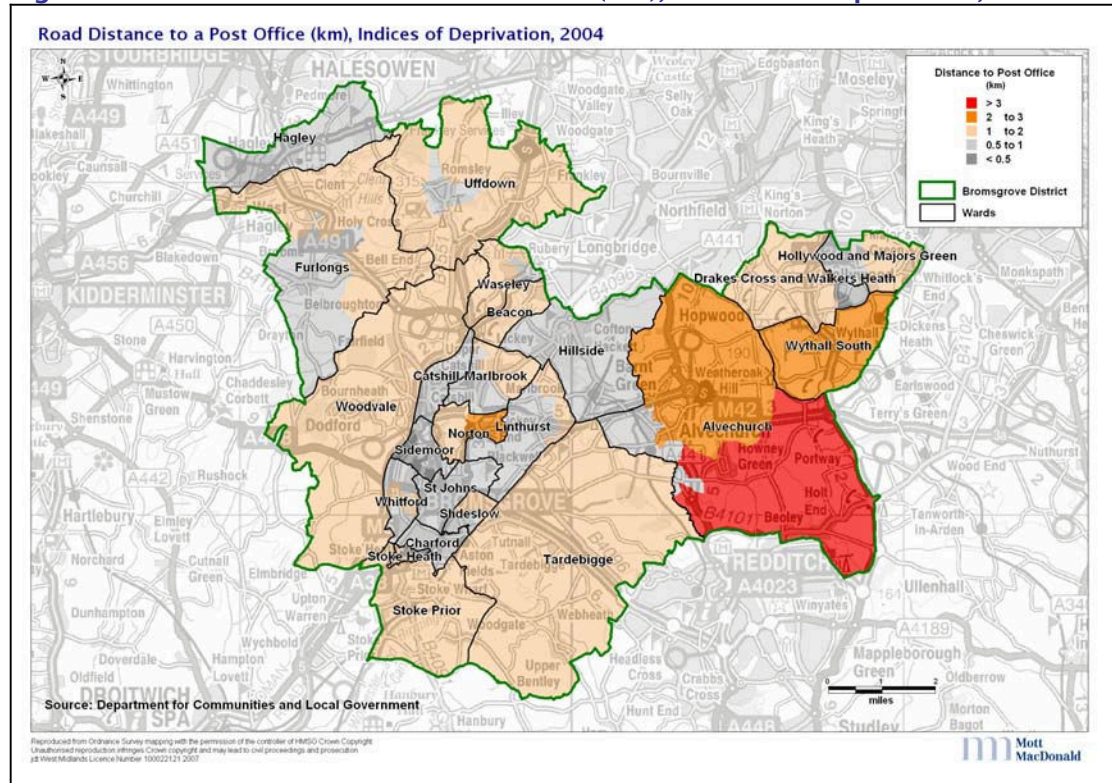


Figure 8.4 – Road distance to a Post Office (km), Indices of Deprivation, 2004



8.2 Income Deprivation affecting younger and older people (from Indices of Deprivation, 2004)

The information presented below is from the Indices of Deprivation 2004. They are two particular subsets which attempt to show income deprivation affecting children and older people.

The supplementary Income Deprivation Affecting Children Index (IDACI) is a subset of the Income Deprivation Domain, and shows the percentage of children in each SOA that live in families that are income deprived (ie, in receipt of Income Support, Income based Jobseeker's Allowance, Working Families' Tax Credit or Disabled Person's Tax Credit below a given threshold).

Figure 8.5 - Income Deprivation affecting Children, 2004

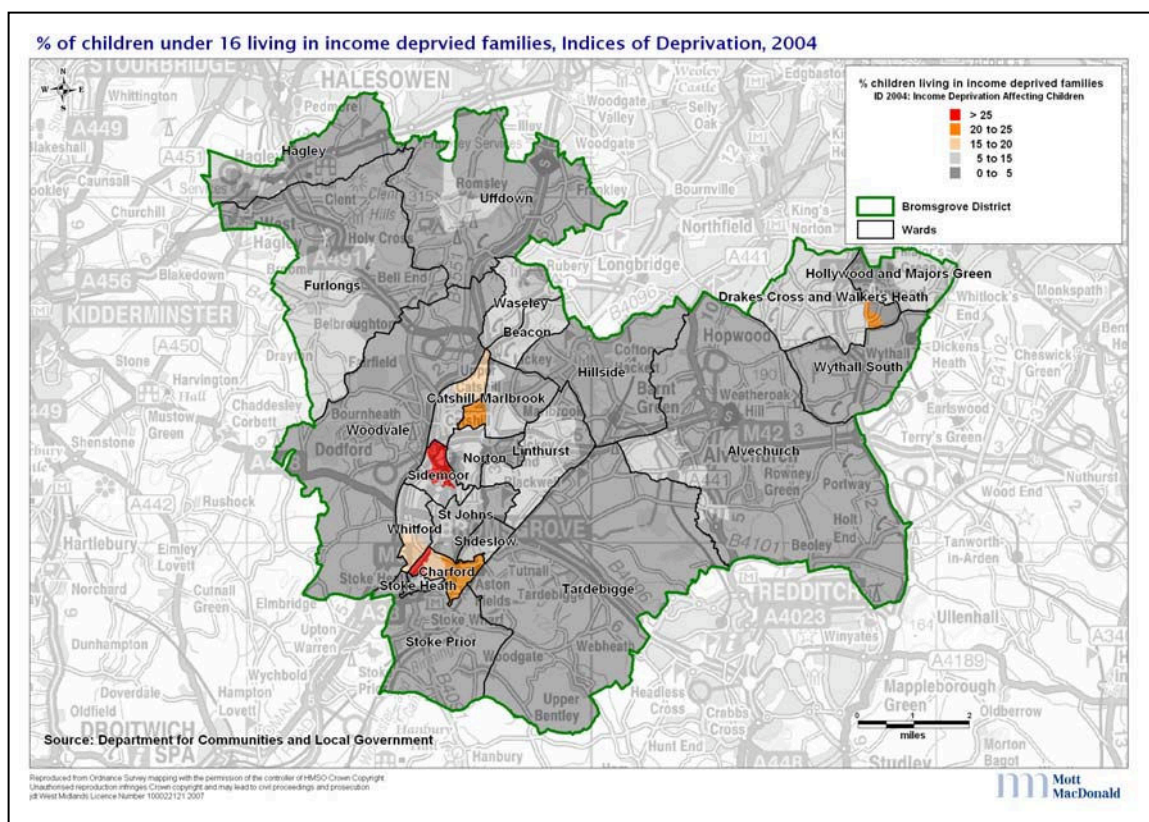


Figure 8.5 shows that the greatest level of income deprivation affecting children is found in parts of Charford and Sidemoor ward, where over 25% of children live in families that are income deprived.

The supplementary Income Deprivation Affecting Older People Index (IDAOPI) is a subset of the Income Deprivation Domain. This comprises the percentage of an SOA's population aged 60 and over who are Income Support, Jobseeker's Allowance or Incapacity Benefit claimants aged 60 and over and their partners (if also aged 60 or over).

Figure 8.6 – Income Deprivation affecting Older People, 2004

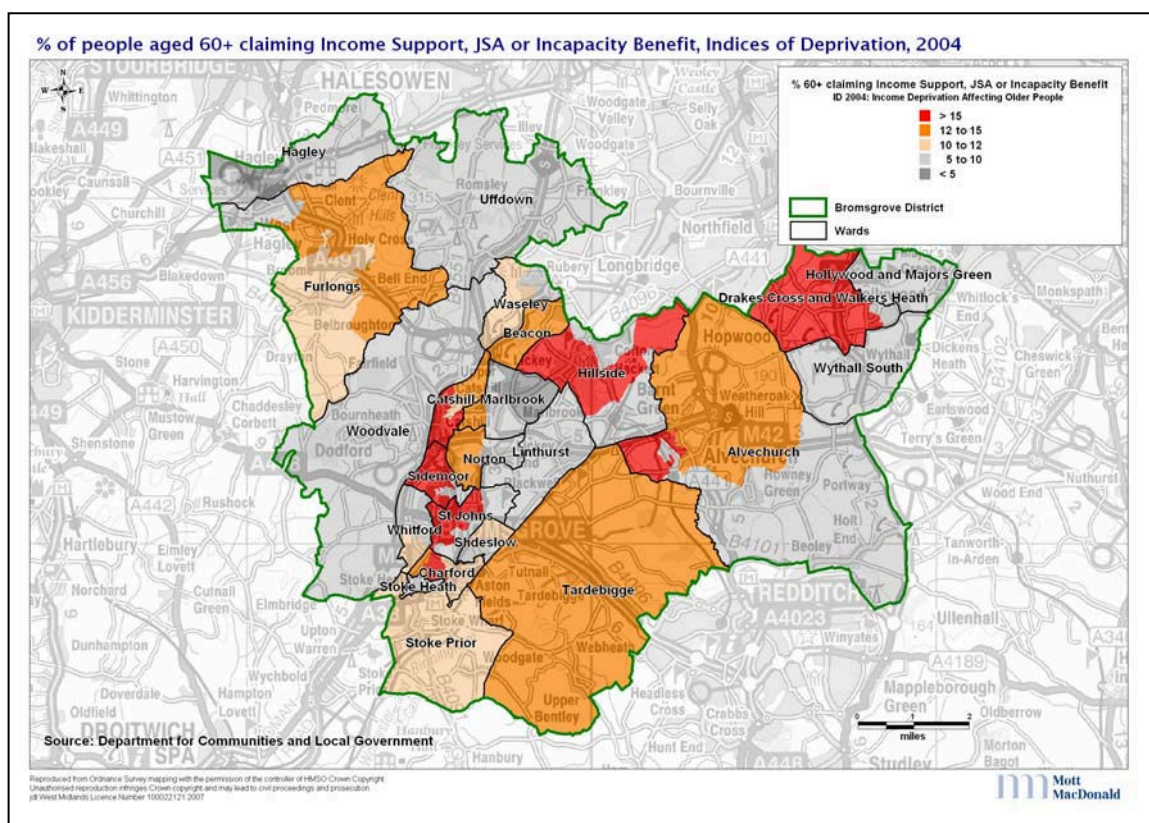


Figure 8.6 shows the level of income deprivation affecting people aged 60 and over across Bromsgrove. Areas of greatest deprivation include parts of Charford, St Johns, Sidemoor, Catshill, Hillside, Alvechurch and Drakes Cross and Walkers Heath wards

8.3 Private Sector Housing Condition Survey

The following information is sourced from the comprehensive private sector stock condition survey carried out on behalf of Bromsgrove District Council by Fordham Research Ltd.

In stock condition surveys it is usual to describe the physical condition of the housing stock in terms of two main indicators: unfitness and disrepair. For the purpose of the survey the fitness standard applied was that laid out in Section 604 of the 1985 Housing Act.

An estimated 856 dwellings are unfit, accounting for just 2.5% of the housing stock. This compares very favourably to an unfitness rate of 4.2% nationally and 5.8% in the West Midlands (2001 EHCS). The most common reasons for unfitness in Bromsgrove are 'bath/shower, wash hand basin' and 'disrepair'

The following were some of the main findings in relation to unfitness in Bromsgrove:

- Private rented dwellings are most likely to be unfit as are pre-1919 dwellings.
- Vulnerable households are much more likely to be in unfit dwellings than non-vulnerable ones.
- An additional 4,087 dwellings are estimated to be 'fit but defective' (representing 12.0% of the private sector dwelling stock), again with 'disrepair' as a key cause.

Decent homes

The government's housing objective is "to ensure that everyone has the opportunity of a decent home and so promote social cohesion, well being and self-dependence". In 2000 the Government set a standard for 'decent homes' whereby housing should:

- Meet the current statutory minimum standard for housing (i.e. not unfit)
- Be in a reasonable state of repair
- Have reasonably modern facilities and services
- Provide a reasonable degree of thermal comfort

The results suggest that 19.0% of private sector dwellings failed the standard under one or more of these headings. This figure compares with a national estimate of 33.1% (all dwellings). Some of the main findings relating to 'non-decent' homes were:

- The main reason for failure was thermal comfort, 79.4% of non-decent homes failed under this heading. This is also the main reason nationally.
- Around four fifths of 'non-decent' homes fail on only one of the four factors.
- Groups with high levels of 'non-decency' included: private rented and pre-1919 dwellings, flats, and also single person and special needs households.
- 2,074 vulnerable households, 23.9% of the group, were found to be living in non-decent homes. This group showed similar reasons for failing the standard to all households, but are somewhat more likely to fail for more than one reason, and show slightly high costs to bring their dwellings up to standard.
- The District-wide cost of remedying non-decent homes is £15.7m.

8.4 Relevant Quality of Life Indicators (from the Audit Commission)

Table 8.1 – Relevant Quality of Life Indicators

Indicator	Area	Value
First priority for improvement in the local area as defined by the local residents	Bromsgrove	Road and pavements
	Worcestershire	Road and pavements
Second priority for improvement in the local area as defined by the local residents	Bromsgrove	Level of crime
	Worcestershire	Activities for teens
Third priority for improvement in the local area as defined by the local residents	Bromsgrove	Transport congestion
	Worcestershire	Level of crime
% of residents who think that their local area, over the past 3 years, community activities have got better or stayed the same	Bromsgrove	89.3%
	Worcestershire	77.5%
Affordable dwellings completed as a % of all new housing completion	Bromsgrove	6.4%
	Worcestershire	-
House price to income ratio	Bromsgrove	3.93
	Worcestershire	4.09
% of residents who think that for their local area, over the past three years, public transport has got better or stayed the same.	Bromsgrove	54.6%
	Worcestershire	73.1%
% of residents who think that for their local area, over the past three years, the level of traffic congestion has got better or stayed the same.	Bromsgrove	25.4%
	Worcestershire	41.2%

Source: Audit Commission

Stronger Communities – Summary

This analysis of stronger communities has highlighted the following issues:

- Parts of Uffdown ward are the least accessible (by road) to a GP's practice.
- Tardebigge ward and parts of Alvechurch, Hillside and Furlongs ward are the furthest from a primary school.
- Parts of Furlong ward are over 4.5km from a supermarket or convenience store.
- Parts of Alvechurch ward are over 3km from a Post Office.
- The greatest level of income deprivation affecting children is found in parts of Charford and Sidemoor ward, where over 25% of children live in families that are income deprived.
- An estimated 856 dwellings are unfit, accounting for just 2.5% of the housing stock. This compares very favourably to an unfitness rate of 4.2% nationally and 5.8% in the West Midlands (2001 EHCS).
- The priorities for improvement identified by Bromsgrove residents are road and pavements, level of crime and transport congestion

Appendix 1



Your **District**
Your **Future**

Bromsgrove Sustainable Community Strategy 2007 – 2010

Our Vision: “We will make Bromsgrove District a better place to work, live and visit by driving forward change”

- Communities that are safe and feel safe
- A better environment for today and tomorrow
- Economic success that is shared by all
- Improving health and well being
- Meeting the needs of children and young people
- Stronger communities

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1. Introduction

- 1.1 District Councils are required to produce a Sustainable Community Strategy (SCS) for their area in partnership with public sector providers, private sector and voluntary and community sector. To ensure that the SCS is delivered, District Councils are expected to convene a Local Strategic Partnership (LSP), bringing together local partners in order to develop a shared understanding of the particular needs and priorities of their area. The LSP in our District is known as the Bromsgrove Partnership.
- 1.2 The Bromsgrove LSP will:
- Act as the over-arching, co-ordinating partnership, ensuring that links are made between the locally themed partnerships (e.g. Crime & Disorder Reduction Partnership);
 - Take responsibility for cross-cutting issues that have been identified as critical to the locality; and
 - Ensure that district-level plans such as the SCS and Local Development Framework take account of county-wide priorities and that district level priorities are considered, and where appropriate, reflected at the county level, i.e. through targets in the Local Area Agreement. (Discussed in Section 3).
- 1.3 The SCS therefore sets out a vision for the District and is concerned with addressing issues important to residents, the business community and visitors to Bromsgrove District. It is based on understanding and available evidence and focuses on the way in which services are delivered and how they can be improved for everyone's benefit. The strategy is a developmental, rolling document and the priorities identified may change over time as improvements are realised and new issues emerge. Changes will be reflected in subsequent editions of the strategy and it will be updated every three years. This is the second edition of the strategy and the next revision will be done in 2010. This period will coincide with the Government's Implementation for the White Paper "Strong and Prosperous Communities".
- 1.4 The strategy sets out priorities based on issues identified through consultation, Government policy, focus groups and stakeholder meetings. The aims and objectives of the SCS are to provide a co-ordinated approach to improving the quality of life for everyone in the District and is in effect a business plan for the LSP Board to manage against and be held to account on.

2. Worcestershire Partnership

- 2.1 The Worcestershire Partnership is the Local Strategic Partnership for the whole of Worcestershire. Its members include all six district LSPs in the county, of which the Bromsgrove Partnership is one. Appendix 1 shows how the Worcestershire Partnership is structured. The Worcestershire Partnership has its own countywide SCS which is due to be revised later in 2007. For more details about the Worcestershire Partnership, please refer to their website:
www.worcestershirepartnership.org.uk

3. Worcestershire Local Area Agreement

- 3.1 Local Area Agreements (LAA) is a Government initiative which intend to strengthen the performance management and delivery of Local Strategic Partnerships. The Worcestershire Partnership has worked with the Government Office for the West Midlands (GOWM) on Worcestershire's LAA, which sets out the future priorities for the whole county.
- 3.2 There are 35 outcomes and approximately 90 targets in the LAA. The Bromsgrove Partnership is playing its part in the delivery of the outcomes, some of which form part of this Sustainable Community Strategy. Some of the targets also have reward available for their successful completion.
- 3.3 **How the LAA will make a difference**

A successful LAA will provide the opportunity to improve future service delivery by:

- Enabling a clear identification of needs, based on data from local communities through effective consultation.
- Focusing on key strategic priorities and measurable outcomes.
- Recognising the crosscutting nature of these outcomes and identifying how action in one area will have impact on another.
- Assisting partners to identify more clearly gaps and overlaps in provision.
- Enabling the pooling of budgets and resources leading, over the life of the LAA, to greater efficiency and effectiveness.
- Enhancing performance management in conjunction with partners thus making the process transparent and accountable.
- Simplifying delivery structures and creating clear accountability and governance arrangements.
- Improving community cohesion through greater engagement of all sectors, notably private, voluntary and community.

3.4 The second generation of LAA's will commence in 2008. The Government and the Local Government Association are making changes, for example, imposing statutory co-operation from partners.

3.5 **Worcestershire thematic blocks and outcomes**

Worcestershire's LAA is organised under the following blocks:

- A. Communities that are safe and feel safe**
- B. A better environment - for today and tomorrow**
- C. Economic success that is shared by all**
- D. Improving health and well being**
- E. Meeting the needs of children and young people**
- F. Stronger communities**

4. **The Bromsgrove LSP Contribution to the LAA**

4.1 As discussed in the introduction, all Councils are expected to convene a Local Strategic Partnership (LSP), bringing together local partners in order to develop a shared understanding of the particular needs and priorities of their area, create synergies and improve the quality of life for an area's residents. The membership of the Bromsgrove Partnership Board is:

District Council (Leader of the Council)
Chief Executive of the Council
County Councillor
Education & Lifelong Learning Representative
NHS
West Mercia Police
Parish Councils Representative
Private Sector Representative
Voluntary & Community Sector Representative
Bromsgrove District Housing Trust

The Board members are supported by a Partnership Co-ordinator, and Theme/Project Group Chairpersons. Other technical support is given by an Area Co-ordinator from Worcestershire County Council, and planning and transport officers. Appendix 2 shows the structure of the LSP.

4.2 The LSP has responsibility for delivering the outcomes of the LAA. However, there are issues that are important to Bromsgrove District which fit into the blocks of the LAA but are not specifically mentioned, i.e. Town Centre regeneration and Longbridge redevelopment. There are also some areas (such as Oldington & Foley Park) which are totally irrelevant to Bromsgrove. The LSP therefore contributes to the LAA

where it is relevant to do so by pursuing the priorities for Bromsgrove.

5. Sustainable Community Strategy and the Local Development Framework

- 5.1 The Planning & Compulsory Purchase Act 2004 introduced a new planning system, which at the local level, comprises the Local Development Framework (LDF). The LDF will be made up of a series of documents called Local Development Documents which together provide the framework for delivering the spatial planning strategy for the area. The LDF must have clear links with the Sustainable Community Strategy and the Government states that:

”The LDF should be a key component in the delivery of the Sustainable Community Strategy, setting out its spatial aspects where appropriate and providing a long-term spatial vision”.

- 5.2 Linkages between the Sustainable Community Strategy and the LDF are important for a number of reasons. They will help to ensure that the LDF is based on a greater understanding community involvement from early stages of development work and throughout the whole process.
- 5.3 The Government is clear that an effective relationship between the two strategies will have many benefits, including:
- Establishing an integrated approach towards future development.
 - Recognition of the LDF as a key delivery mechanism for the Sustainable Community Strategy.
 - Economies of scale in terms of working corporately and sharing resources in the preparation of Sustainable Community Strategies and LDF's.
 - The potential to resolve conflicts between local community aspirations and national/regional policy objectives by engaging a wide range of stakeholders.

6. Ten Year Vision

The Bromsgrove Partnership's Vision for the District is:-

“We will make Bromsgrove District a better place to work, live and visit by driving forward change”.

To help people understand what this Vision might mean in practice, we have set out below a narrative picture of what the District might look like in 10 years' time.

A Thriving Market Town

We want a District with a thriving market town at its centre. Bromsgrove town will attract locals and visitors alike both for the shopping experience and the many other activities that the town will provide. As a thriving market town there will be regular activities like a street market, specialist markets, such as Easter markets, continental markets, farmers markets, antique fairs, the bonfire night, street theatre and so on. People will ask the question; “What is on in Bromsgrove town today?” The town will be significantly regenerated to achieve this, with a new civic heart, perhaps relocating the Council House to the town centre, a new road layout and a community focal point.

The shopping experience will be differentiated from its many neighbours by the quality and diversity of its shops and services, which will consist of small specialist shops, high street accommodation, restaurants, cafes and generally a retail mix that reflects the increasing affluence of the District. We also want a town centre that caters for the diverse needs of our communities, for example, good accessibility for people with disabilities, good toilet facilities and designing children and young people into our town centre rather than trying to design them out. In the evenings, we want to see a mix of entertainment, which caters for the young, but also for families and older people.

Housing

Currently we have an imbalance in our housing market. There is not enough affordable housing for young people to stay in the District or for young people and families to move into the District. The average house price is £241,000 with the cheapest housing being just under £100,000. It is very difficult for a household with an income of £25,000 to currently get on the housing ladder in Bromsgrove District. The Council and Bromsgrove District Housing Trust will tackle this issue by ensuring the new developments like the Longbridge site, the town centre and any future housing allocation the District has to take as a result of regional housing policy, has an appropriate mix of housing, for example, outright ownership, shared ownership schemes, low cost home ownership and rented accommodation.

Whilst ensuring we provide enough affordable housing we will also need to take increasing account of the expansion of our older population. Our over 85 population is set to expand by 128% over the next 25 years; meeting this need will require a good supply of sheltered, care at hand and extra care housing.

The need to keep our youngsters in our communities and our older people cared for within our communities applies not just to our planned big developments like Longbridge, but also our existing urban and rural communities.

We will also ensure an adequate supply of good quality temporary accommodation to ensure there is a safety net for those people made homeless through difficult circumstances.

Transport

Good transport is key to the District's future prosperity and people's quality of life. Every attempt will be made to ensure that public transport will radiate from Bromsgrove town to the District's outlying communities to strengthen the bond to our market town. Good transport links, using existing transport networks will also need to be a key feature of the regeneration of the Longbridge site. Where private sector provision does not meet the needs of a community, we will look to work together to provide public funded bus routes or community transport links.

A key development for the District will be the regeneration of Bromsgrove train station. This is likely to include at least an additional 300 car parking spaces, longer platforms to enable bigger trains to stop and collect more passengers, better access and a bus interchange linking the station to the town centre and District. This work should help "future proof" the train station against any change in transport policy in Birmingham, similar to that seen in London.

Economy

A defining characteristic of the District is that 26,000 people (29% of the total population) commute out of the District to work every day, so the transport improvements described above will be key to the continuing prosperity of the District. If the District becomes a difficult place to commute from, less people may wish to live here. Similarly, over 16,000 people commute into the District every day. The District has its own vibrant economy with low unemployment (1.7%). Maintaining this strong commercial sector through attracting inward investment, into sites like the Science and Technology Park, and developing small businesses through business start up schemes will remain important.

Environment and Climate Change

We want to ensure the Council and its partners take account of the serious issues we face on climate change. Each organisation will need to ensure it is doing its part through cutting energy consumption and increasing recycling. 90% of the District is green belt and we have some beautiful country side in the District; however, an increasing number of species are under threat, so the County and District Council who have specific responsibilities in this regard, need to work together to protect local habitats and maintain biodiversity.

Bromsgrove District Council is also in the special position of protecting the green belt south of Birmingham and stopping the urban sprawl. The rural areas will have been protected from development and traditional country life maintained. The District's villages will have been developed in line with their local communities' wishes. The more urban areas on the fringe of the District, will have been protected from encroachment by Birmingham unless the communities themselves wish to be part of the city region.

As we tackle the District's long term environment and climate change issues we will also have addressed more immediate issues that we know affect people's lives. The District will be clean and tidy so that whenever anybody enters from a neighbouring district they will know that they have arrived somewhere special. It will look immaculate at all times with roundabouts and other public areas being awash with flowers and decorative greenery. Any complaints will be responded to quickly. The District's roads will be maintained to a high standard and any reported problems dealt with quickly.

Domestic and trade waste will be collected regularly, at a preordained time, and cost effectively. The quantity of waste collected will meet all Government targets and whatever systems are needed to achieve this will have been put in place. We will have educated people in re-cycling and composting and will have reduced waste collection to a low level.

Crime

Along with the District cleanliness, low level crimes and anti-social behaviour are key drivers in determining how people feel about where they live and work. There has been a 32% reduction in headline crime in the District over the last three years; however, only 33% of residents feel the Police are doing a good job. This is a concern, so we want to continue supporting the difficult job of the Police through the Community Safety Partnership.

Residents have welcomed the Partner and Communities Together (PACT) meetings and initiatives like community officers, neighbourhood wardens, CCTV cameras and "designing out" crime through physical changes to roads, pavement and alleyways. We will build on initiatives like these, but also recognise that the majority of the population is law abiding and that being young is not a crime.

Health

Good health is the foundation for all that we do. We are fortunate that the District has high life expectancy rates and the majority of people are healthy; however, for those in need of care, the Health Service will continue to provide for them. The Bromsgrove Partnership will focus on a preventative agenda, in particular, reducing smoking and

increasing physical exercise and mental activities for our older population, so that people stay healthy for longer.

Delivery of this Vision will be underpinned by five themes:-

Excellent Customer Service

The Customer will be at the heart of everything we do and technology will play a huge part in enabling the delivery of better services for the customer through a variety of different access channels.

Community Leadership

The District Council will be the community leader and will work in partnership with others through bodies like the Bromsgrove Partnership. All councillors will be able to represent their communities strongly having been trained to a high standard.

Communication will have improved so that everyone is informed of what is happening and what is going to happen and that there is regular feedback from the general public to the Bromsgrove Partnership

There will be an excellent programme of community engagement through regular town hall meetings, area committees, parish councils, Partners and Communities Together meetings, forums for particular groups, for example, tenants, people with disabilities and early and inclusive consultation on specific issues like the town centre

Equality

We will have a District where everybody is treated equally no matter what their race, colour or religion. There will be no discrimination. We will protect and help the vulnerable and provide special services to those who need them.

Value for Money

In order to deliver the above agenda we will have paid close attention to the value for money achieved from each pound of public spending. At a strategic level, we will focus on the outcomes we want to achieve and make the best use of available delivery methods: including better technology, outsourcing to the private and voluntary sectors, shared services between councils and between other public bodies. At an operational level we monitor each pound spent carefully.

Partnership

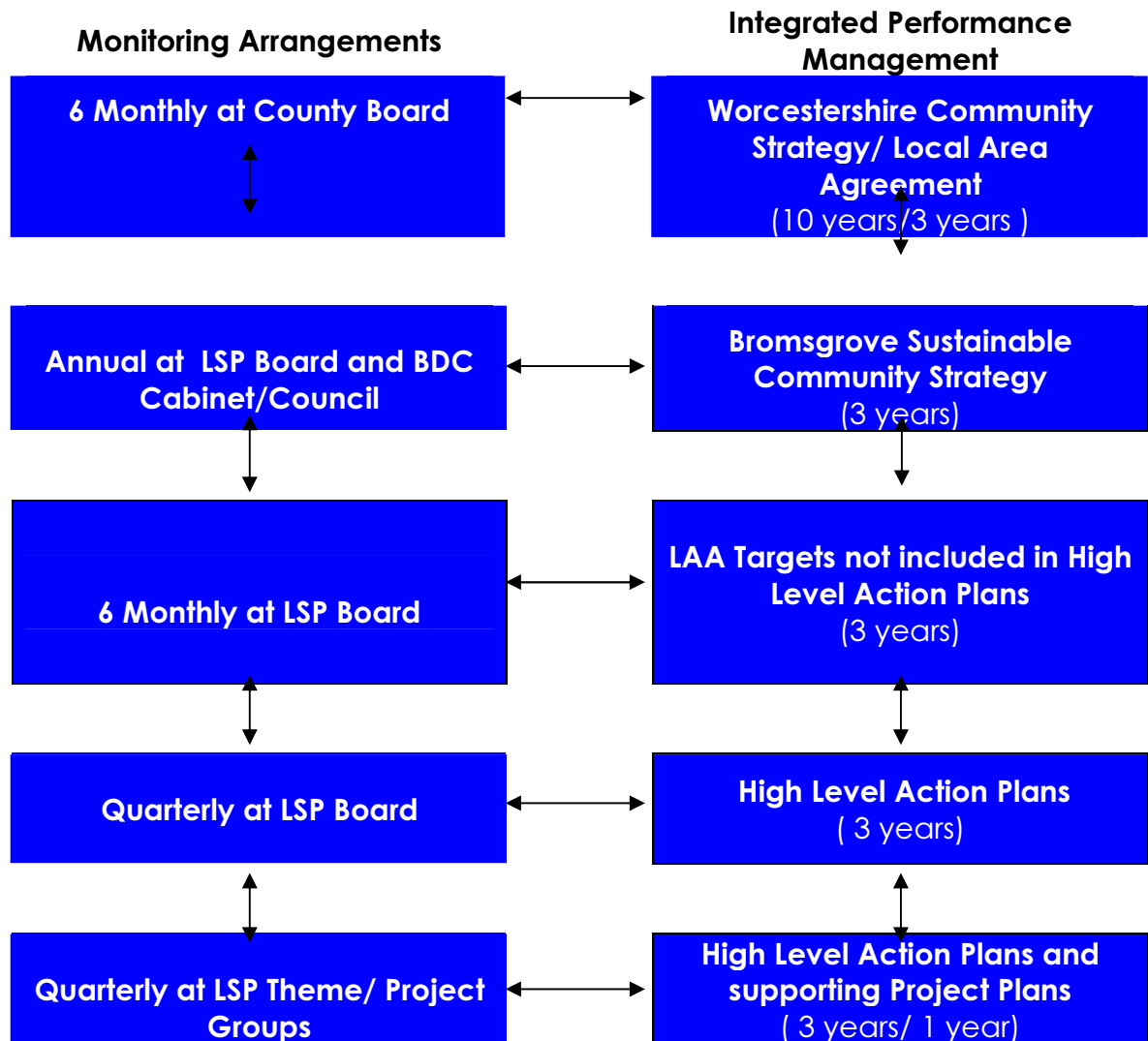
Finally, we will do all the above in partnership, working together to deliver the Vision for our District.

7. Direction and Priorities

- 7.1 The Bromsgrove Partnership has set itself 6 objectives to match those of the countywide LAA. At its awayday on 12th February 2007 the Board considered local evidence and national priorities on each of the LAA blocks, and as a result, the following priorities were determined and subsequently approved by the Board on 1st March 2007:
- Fear of crime
 - Environment
 - Town Centre redevelopment
 - Longbridge regeneration
 - Health and Wellbeing
 - Children and Young People
 - Older people
 - Housing
- 7.2 Appendix 3 shows how the agreed priorities fit within the 6 blocks of the LAA. Each of the priorities will be dealt with via a Theme or Project Group. Each group has its own Action Plan and activity will be regularly reported back to the LSP Board.
- 7.3 The Bromsgrove Partnership has also developed its own Compact, which is a joint agreement between a council and the local voluntary and community sector to build trust and improve working relationships for the benefits of both parties. By working in partnership, the public and private sectors can make an exciting and unique contribution to enhancing the quality of life for the people of Bromsgrove. The public and voluntary and community sectors have distinct but complementary roles we believe that great value can be added to our communities through working together. A Compact Steering Group has been convened and an action plan developed. This plan is attached as Appendix I.
- 7.4 An action plan has also been created relating to communications. This is attached as Appendix J.
- 7.5 Section 13 looks in more detail at the 6 blocks of the LAA. Each section gives a summary of evidence for Bromsgrove District. It is recognised that the evidence is not all encompassing but represented a fair picture of the District at the time it was conducted.

8. Performance Management

8.1 The monitoring arrangements for each part of the performance management framework are detailed in the table below.



9. Focus of the LSP Board

- 9.1 The LSP Board has overall responsibility within the Partnership for understanding the particular quality of life issues that the District faces, setting strategic direction and monitoring progress. However, the Board recognises that much of the work required will continue without the Board, particularly if an operational partnership is already in place, for example, the Crime & Disorder Reduction Partnership (CDRP).
- 9.2 Where the Board can really add value is in delivering less established priorities and the actions to support them. The Board has selected the following 3 areas as its particular focus over the next three years:
- Bromsgrove town centre redevelopment;
 - Longbridge regeneration; and
 - Affordable housing.
- 9.3 The Board will continue to monitor and oversee the work of all the priorities.

10. Governance Arrangements

- 9.1 The LSP is governed by its Terms of Reference and Protocols. This document has been revised to reflect the changes that have taken place. Bromsgrove District is the accountable body for the LSP and the Leader of the Council acts as the Vice-Chairman of the Board. The Community Strategy and the LSP Annual Report are presented to Full Council and are also subject to examination by the Performance Management Board.

11. Community Engagement

- 11.1 The Sustainable Community Strategy is a document of huge importance to Bromsgrove and is about the place shaping of the District and what the Partnership aspires to achieve for the community and the District. Partners, communities and individuals have been consulted to gain their endorsement and commitment of the priorities set out in the document, and further consultation will be carried out regularly to ensure that the priorities are still relevant. This will be done through the community influence framework in place, via regular town hall meetings, Partners & Communities Together and the neighbourhood area committees.

12. Resources

- 12.1 Bromsgrove District Council funds the secretariat function of the LSP. This includes the employment of a Senior Policy & Performance Officer who acts as the LSP Co-ordinator and other technical support from the Chief Executive and Assistant Chief Executive.
- 12.2 Bromsgrove District Council has allocated £10,000 for the LSP for the financial year 2007/08. This money will be used to fund groups or projects that will contribute to the outcomes of the stated priorities. It is not an 'open access' grant scheme and commissioning arrangements will be developed as appropriate. The Partnership hopes to increase this modest fund by leveraging in more substantial funding from other partners and external funding streams.
- 12.3 As part of its community influence framework, Bromsgrove District Council will be funding two pilot area committee schemes during 2007/08 and has allocated £4,000 to each of the area committees. An evaluation will be carried out of these committees, along with other strands of the community influence framework, using funds from the regional Capacity Building programme "Learning to Deliver". This work will be co-ordinated via the LSP Communications Group.
- 12.4 The high-level action plans contain a resources column so that the issue can be considered on a case-by-case basis. If resources (i.e. funds or 'in kind' contributions) are not available to carry out a piece of work, projects should not be put forward.

13. Equality & Sustainability

- 13.1 In all development the principles of equal opportunities will be employed, ensuring individuals and groups are not discriminated against on the grounds of age, race, disability, gender, marital status, religion, sexual orientation, social and economic status or political beliefs. An impact assessment of the document will be undertaken and the Council's Equalities Forum will monitor the document.
- 13.2 Sustainability is an important issue in promoting the development and economic prosperity of the District and social progress to meet the needs of the community. Our aim, as far as possible, will be to protect the local and global environment and we will attempt to ensure that proposed actions do not directly or indirectly reduce the diversity of natural ecosystems. The Partnership will endorse careful consideration of the use of natural resources, waste production and nuisances such as noise or odour.

14. Evidence for Selection of Priorities

Communities that are safe and feel safe

The key statistics for crime and safety in the District are:

- Violence against the person offences represent the highest proportion of recorded key offences in Bromsgrove District, however, the number of such offences have decreased by 16% between 2002/03 and 2005/06.
- The number of sexual offences showed the least decline out of the six key offences – a decline of 3% between 2002/03 and 2005/06.
- 33% of Bromsgrove residents said that the police were doing a good or excellent job in 2006 - a decrease of 9% since 2005. There have been reductions in burglaries and car crime.
- The main reason given for the decrease in respondents' opinion in the police doing a good job since 2005 was a lack of perceived police presence or visibility.
- The proportion of people worried about crime declined from 86% in 2005 to 52% in 2006. Amongst those who were fearful, 80% claimed that it had some impact on their life.
- The vast majority of respondents felt safe in their neighbourhood or district during the day (97% and 94% respectively) although the latter represents a reduction since 2005.
- Around 4 in 10 respondents said they had been a victim of crime in Bromsgrove over the last 12 months, but did not report it to the police. The main reason for not reporting, mentioned by 55% of these respondents, was the feeling that the police would not have taken it seriously or would not have been interested.
- 48% of residents think that vandalism, graffiti and other deliberate damage to property or vehicles is a very big or fairly big problem in their local area. (Worcs average 35%).
- 44% of residents think that people using or dealing drugs is a very big or fairly big problem in their local area. (Worcs average 27%).
- 36% of residents think that people being rowdy or drunk in public places is a very big or fairly big problem in their local area. (Worcs average 23%).

The LAA priorities for this block are:

- To reduce crime
- Reassure the public reducing the fear of crime
- Reduce the harm caused by illegal drugs
- Build respect in communities and reduce anti-social behaviour

Analysis of Statistics

Fear of Crime has been identified as the major priority for the LSP to concentrate on and the high-level action plan (Section 14, Appendix A) has the following as the key deliverables:

- Reduce fear of crime
- Reduce anti-social behaviour
- Crime reduction

A better environment for today and tomorrow

The key statistics about the environment in the District:

- There has been an improvement in the cleanliness of relevant land of highways, from 80% in 2003/04 to 90% in 2005/06.
- The percentage of household waste recycled has increased from 10% in 2003/04 to 24% in 2005/06.
- However, the amount of household waste has increased from 401kg per capita in 2003/04 to 432kg per capita in 2005/06.
- The percentage of residents satisfied with local parks and open spaces has increased from 54% in 2000/01 to 71% in 2004/05.
- 87 % of residents think that, over the past three years, parks and open spaces have got better or stayed the same.
- In Summer 2006, Bromsgrove was awarded its first Green Flag Award, for Sanders Park.
- Only 18% of land designated as a Site of Special Scientific Interest (SSSI) within Bromsgrove was found to be in favourable condition.

The LAA priorities for this block are:

- To reduce waste and increase recycling
- To have cleaner, greener and safer public spaces
- To protect and improve Worcestershire's natural environment/biodiversity
- Reduce the harm caused by illegal drugs
- Build respect in communities and reduce anti-social behaviour

Analysis of Statistics

CO₂ emissions and biodiversity have been identified as the major priorities for the LSP to concentrate on and the high-level action plan (Section 14, Appendix B) has those headings as its key priorities.

Economic success that is shared by all

The key statistics on economic information in the District:

- 26.1% of people aged 16-74 in Bromsgrove have no qualifications, however, there are parts of Sidemoor, Charford and Marlbrook ward where the proportion is over 40%.
- 9% of working age people in Bromsgrove claim a key benefit, compared to 11% in Worcestershire.
- Almost 50% of claimants are claiming incapacity benefit, with a further 18% claiming job seeker benefits.
- 10% of job seekers allowance claimants have been out of work for more than a year (compared to 9.5% in Worcestershire).
- The proportion of claimants who are aged 16-24 has increased from 11% in 2003 to 13% in 2006, whilst the proportion of claimants aged 50 and over has decreased from 43% to 41%.
- The number of jobs in the public administration and health sector in Bromsgrove has increased by over 30% between 2003 and 2005.
- In contrast, the number of jobs in the manufacturing sector has decreased by 14% between 2003 and 2005.
- Overall, the number of employee jobs in Bromsgrove has increased by 3% between 2003 and 2006, compared to 0.4% across Worcestershire as a whole.

The LAA priorities for this block are:

- To develop a vibrant and sustainable economy
- To develop the economic infrastructure
- To improve the skills base of the local population
- To ensure access to economic benefits

Analysis of Statistics

The Town Centre Redevelopment and Longbridge Regeneration have been identified as the major priorities for the LSP to concentrate on under the heading of Economic Success. The high level action plans for each priority (Section 14, Appendix C and D) has those headings as their key priorities.

Improving health and well being

The key statistics about health and well being in the District:

- Whilst males in Bromsgrove have a higher life expectancy than males in Worcestershire or England, the percentage change in life expectancy between 2001-03 and 2003-05 was less than the equivalent change in Worcestershire and England.
- Life expectancy for females in Bromsgrove is slightly lower than that in Worcestershire as a whole.
- The mortality rate from circulatory diseases decreased by 19% between 2001-03 and 2003-05.
- The mortality rate from suicide increased by 18% between 2001-03 and 2003-05.
- Charford ward is estimated to have the highest rate of people aged 16 or over who smoke.
- Stoke Heath and Tardebigge wards are estimated to have the highest proportion of people aged 16 or over who binge drink.
- Sidemoor ward is estimated to have the highest proportion of people aged 16 or over who are obese.

The LAA priorities for this block are:

- Reduce health inequalities
- To increase life expectancy and reduce morbidity of adults
- To improve the quality of life of older people with a limiting long term illness

Analysis of Statistics

Physical activity, older people and smoking have been identified as the major priorities for the LSP to concentrate on and the high-level action plan (Section Appendix E) has those headings as its key priorities. (NB: The priority of older people will link to the Older People Group

Meeting the needs of children and young people

The key statistics about children and young people in the District:

- Primary Schools - Parkside Middle School had the highest percentage of half days missed due to authorised absence, whereas Aston Fields Middle School and Catshill Middle School had the highest proportion of unauthorised absences.
- Secondary Schools - South Bromsgrove Community High School had the highest percentage of half days missed due to authorised and unauthorised absences (7.2% and 2.5% respectively).
- At 2004, Bromsgrove had the second lowest teenage conception rate of all authorities in Worcestershire, next to Malvern Hills. The rate in Bromsgrove (22.4 conceptions per 1,000 females) is almost half that of the England average. The rate has also decreased in Bromsgrove from 26.7 in 1997, whereas some districts in the County have experienced an increase in the rate.
- The highest teenage conception rate was in Charford ward, which corresponds with the lowest proportion of boys and girls achieving 5 or more GCSEs A*-C.
- 84% of students leaving Year 11 in 2006 stayed on in full-time education, with a further 7% leaving to take up employment.
- The proportion of 16-18 year olds not in education, employment or training decreased from 4.3% in June 2006 to 3.6% in November 2006

The LAA priorities for this block are:

- To improve access to and take up of integrated local preventative services
- To develop inclusive communities by increasing the level of educational attainments
- To increase participation in education and training
- To improve the life chances of vulnerable children and young people
- To enrich the experiences and development of children and young people through activity and positive contribution
- To ensure that children and young people are protected from harm
- To increase life expectancy and reduce morbidity of children and young people

Analysis of Statistics

Attainment and achievement (improving opportunities for) and Acceptance and inclusion (engagement of children and young people) have been identified as the major priorities for the LSP to concentrate and the high-level action plan (Section 14 Appendix F) has those headings as its key priorities.

Stronger Communities

The key statistics about stronger communities in the District:

- Parts of Uffdown ward are the least accessible (by road) to a GP's practice.
- Tardebigge ward and parts of Alvechurch, Hillside and Furlongs ward are the furthest from a primary school.
- Parts of Furlong ward are over 4.5km from a supermarket or convenience store.
- Parts of Alvechurch ward are over 3km from a Post Office.
- The greatest level of income deprivation affecting children is found in parts of Charford and Sidemoor ward, where over 25% of children live in families that are income deprived.
- An estimated 856 dwellings are unfit, accounting for just 2.5% of the housing stock. This compares very favourably to an unfitness rate of 4.2% nationally and 5.8% in the West Midlands (2001 EHCS).
- The priorities for improvement identified by Bromsgrove residents are road and pavements, level of crime and transport congestion

The LAA priorities for this block are:

- Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery
- To reduce income deprivation including child and pensioner poverty
- To improve passenger transport, leading to improved accessibility and an increase in passenger numbers
- To improve access to services
- To increase opportunities for recreation, leisure and culture for all

Analysis of Statistics

Older people and housing have been identified as the major priorities for the LSP to concentrate on under the Stronger Communities block. There are high-level action plans for each of those priorities. Section 14 Appendix G, Older People, has the following key priorities: establish an Older People's Theme Group; agree three priorities for the group to deliver and some potential priorities. Section 14 Appendix H, Housing, has priorities to look at the housing market, housing/planning policy and housing migration South Housing Market Area.

15. High Level Action Plans

- 15.1 Attached as Appendices A – J are the high-level action plans for each theme or project group.

APPENDIX A: COMMUNITIES THAT ARE SAFE AND FEEL SAFE THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:
To reduce fear of crime

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
People's perception of crime matches reality	52% of people surveyed expressed a fear of crime* <i>* 2006 fear of crime survey</i>	1% reduction in surveyed fear of crime each year* <i>* NB – new indicator being developed in LAA refresh</i>	Survey result, PACT priorities eg local policing and local reassurance, face to face surveys, campaign via GNN in place publicised with CDRPs	End April 2008 (repeat annually)	CDRP – All partners	Police	A.1.c		

APPENDIX A: COMMUNITIES THAT ARE SAFE AND FEEL SAFE THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

To reduce fear of crime

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Improved safety through reduced recorded crime	WMC targets to be set April 2007 No reported racial incidents to Local Authority in 2005/2006	1) % crime reduction -Reduce re-offending -Increase % of arrests for domestic violence. 2) 5% Increase in number of Racial incidents recorded by LA 3) Action taken in 100% of racial incident cases recorded by the LA	CDRP tasking activity POPO strategy for re-offending Increased publicity/ partnership working and reporting centres	End April 2008 (repeat annually) Each year to coincide with BVPI reporting	ASB Co-ordinator (police) partners LAA funding for specific schemes If required BDC resources	Police BDC	A.1 a A 1 b A 1 d		

APPENDIX B: BETTER ENVIRONMENT THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY: To reduce greenhouse gas emissions and adapt to impacts of climate change

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date March 2008	Status
Sustainable Energy Action Plan for District	HECA baseline for 05/06 is 22.68% Baseline C02 data needs to be established for district	Reduction in CO2 and improvement in Energy Efficiency	Action plan developed HECA Targets 2% increase year on year C02 figures DTI will release figures annually	Action Plan Completed by September 07 2010 a 30% improvement in EE required	Initial report EST funded, HECA funded by BDC	BDC & WEEAC	B2a B2b B2c		
Travel Plan for BDC (council only)	2005 baseline data. 87% travel in own car. 4% car share. This baseline needs to be reviewed	Travel Plan Reviewed	Ratified by Councilors	November 2007	BDC	BDC support from WCC	B2 (C)		
Travel Plan for Bromsgrove District	Figures for district need to be established	Reduction on private car usage. Sign up by external organisations. Reduction on private car usage.	Number of staff car sharing. Increase by 10% Numbers signed up to Plan. 5% annual increase Baseline data established.	March 2009 March 2008 for Travel Plan. March 2008	BDC BDC	BDC & WCC	F5 (use of public transport) & B2		

APPENDIX B: BETTER ENVIRONMENT THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY: Reduce Waste, Increase Recycling and Ensure Cleaner Greener and Safer Public Spaces

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date March 2008	Status
Increase in tonnage of waste sent by BDC for recycling and a decrease in tonnage of residual waste sent for disposal	2005/06, 17,004 tonnes sent for recycling – 22,964 tonnes sent for disposal	Increase in BV82aii & bii	Improvement in BV82 & b monitored and reported monthly	Strategy runs until 2034. Figures are reported annually	BDC & Waste Performance efficiency grants	BDC	B3	15,862 tonnes recycled – 22,615 tonnes sent for disposal	
Clean & Safe streets	2005/06 BV199a – 26% BV199b – 6% BV199c – 1% BV199d – 4%	BV199 a,b,c & d To reduce measured levels of graffiti by 25% or more across those land use types where levels recorded in 2005/6-baseline assessment exceeded 2%, county wide, by 1 st April 2008 and improving incrementally thereafter.	Improved performance in BV199 which is monitored 3 times per year and reported annually	The output is a proposed target that will be agreed by all LA mid 2007	BDC	BDC	B1	2006/07 figures not yet available	

APPENDIX B: BETTER ENVIRONMENT THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY: Protect and Improve Natural Environment

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date March 2008	Status
Worcestershire Biodiversity Action Plan (BAP) To produce the strategic plan for the Worcestershire element of the Regional Landscapes for Living Project, incorporating biodiversity, geodiversity and landscape character	Baseline data is incomplete. 30% mapping has been completed	Review and update county plan. Ensure BDC Biodiversity strategy is include along with BDC Water Vole Strategy	Targets to be reported annually.	September 2007 for BAP 2009 for 100% mapping of county	WCC, Natural England, GOWM	WCC	B4		

APPENDIX C: BROMSGROVE TOWN CENTRE THEME GROUP HIGH LEVEL ACTION PLAN (AS AT SEPTEMBER 2007)

PRIORITY: BROMSGROVE TOWN CENTRE REDEVELOPMENT

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Regeneration of Town Centre	No Baseline	Output measures and targets to be agreed in year 2 once baseline ascertained (relating to retail, housing with affordable housing element, transportation (including railway station redevelopment), public realm dependent on preferred options)	Y1.Consultation with public and partners on preferred options. Marketing Plan agreed. Y2 Development Partners selected. Project Plan agreed. Y3 Area Action Plan submitted to Planning Inspectorate as part of LDF. Land Assembly completed	31 May 2008 31 May 2008 31 May 2009 30 September 2009	BDC Budget £50k	BDC Head of Planning Marketing Manager BDC BDC	C1		

APPENDIX D: LONGBRIDGE THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:
Longbridge regeneration

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Creation of employment opportunities in Cofton Centre	Current jobs ?	500 new jobs	Longbridge Area Action Plan adopted as part of LDF with employment allocation	31 March 2008	BDC budget £50k	BDC	C1/2 /3		

APPENDIX D: LONGBRIDGE THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Longbridge regeneration**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Mixed Housing provision on East Works	Nil	Area Action Plan adopted with allocation of 700 new homes >35% Affordable	LDS timetable met	31 March 2008	BDC LDF budget £50k	BDC and Birmingham City Council	F1		

APPENDIX D: LONGBRIDGE THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Longbridge regeneration**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Community Facilities on East Works	Nil	Area Action Plan adopted with allocation for Community facilities	LDF timetable met.	31 March 2008	BDC budget £50k	BDC	F2/4		

APPENDIX E: HEALTH AND WELL BEING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Older people**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Increase life expectancy and improve quality of life	No ageing well scheme in Bromsgrove	15 Senior Health mentors in place by 2009 offering at least 8 different activities	5 Senior Health Mentors trained by April 2008	End April 2009	<i>No funding allocated at present</i>	PCT/ BARN/	D.2 a D.2 b D.3 a D.3 b D.3.c D. 5 d F.2 c F.2 d F.4 b F.4 c		

APPENDIX E: HEALTH AND WELL BEING THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

Children contributing and being included.

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Increase life expectancy and reduce morbidity	1) 24% of population smoke (national figures)	1) Reduce adult smoking rates by 3% by 2010	1) Support local businesses with smoking ban in workplace (1July)	End April 2010	BDC rec'd funding for Health & Safety Officer	BDC	D.1 a		
	2) x no. successfully quitting at 4 weeks (2006/07 figures)	2) Increase numbers successfully quitting at 4 weeks by 5% annually	2) Publicise benefits of quitting, with follow up and support. All LSP partners to support ban on premises (with support) Brief Intervention training for LSP partners for contacts with clients/patients/ customers	End April 2010		PCT	D.2 a D.2 c D.5 c D.1 a D.2 a D.2 c D.5 c		
	3) X% of population who smoke in disadvantaged areas (2006 figures)	3) Reduce the inequality in smoking rates in disadvantaged areas by 10% by 2010	3) Determine smoking rates by deprivation quintile and target specific areas	End April 2010		PCT/BDC	D.1 a D.2 a D.2 c D.5 c		

APPENDIX F: CHILDREN AND YOUNG PERSONS' THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY: Children enjoying and achieving									
Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
To develop inclusive communities by increasing the lowest level of attainment.	1) Achievement levels for Bromsgrove below average schools Key Stage 2 & 4.	1) Achieve LAA targets for Primary School Key Stage 2 & Secondary Schools Key Stage 4 for schools in Bromsgrove	Monitor quarterly performance figures	March 2008	Adopt & support Worcestershire Management Board action plan for CYP	WCC	E.2		
	2) Percentage of students obtaining 5 or more GCSE grades A-C including English & mathematics for the Charford Ward	2) Improve 2005/6 performance levels by x%	Monitor quarterly performance figures	March 2010	Adopt & support Worcestershire Management Board action plan for CYP	WCC	E.2		

APPENDIX F: CHILDREN AND YOUNG PERSONS' THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

Children enjoying and achieving cont.

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
To develop inclusive communities by increasing the lowest level of attainment cont.	3) 2006/07 performance data for South Bromsgrove Secondary School on the numbers of half days absence.	3) Improve the performance of South Bromsgrove Secondary School by a reduction of X in the numbers of half days absence.	Monitor quarterly performance figures	March 2010	WCC	WCC	E.4 a E.4 b		

APPENDIX F: CHILDREN AND YOUNG PERSONS' THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:
Children contributing and being included.

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
To improve access to and take up of integrated local preventative services	x percent of 5 – 16 year old children in Bromsgrove primary, middle and secondary schools participate in a minimum of 2 hours per week of high quality PE and school sports over the course of year	Increase by 3% the percentage who participate in a minimum of 2 hours per week of high quality PE and school sports over the course of year	Monitor quarterly performance figures; partners help to arrange relevant activity for children	March 2009	LDP funding All partners	WCC/ PCT	E.7 c		

APPENDIX F: CHILDREN AND YOUNG PERSONS' THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

Children contributing and being included.

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
To enrich the experiences and development of children & young people in Bromsgrove through activity & positive contribution	Baseline to be determined for number of children aged between 8 and 16 volunteering to work with older people	Output measures and targets to be agreed in year 2 once baseline ascertained	Carry out survey of children	Survey by April 2008	BDC/WCC	BDC			

APPENDIX G: DRAFT OLDER PERSONS THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

Older peoples' lifelong learning and volunteering

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Older peoples' talents and skills are valued, developed and used.	1) x no. older people engaged in lifelong learning* as at 2006	1) number of older people in formal lifelong learning increased by 5% by 2010	1) Feedback from Adult learners week, publicity and reports from annual organisations	End April 2010	Limited LSC funding, partner organisations in kind contribution	BLLN	C.3 b		
	2) Establish baseline for informal involvement in lifelong learning	2) Output measures and targets to be agreed in year 2 once baseline ascertained	2) Ask organisations to compile data for baseline from 2006 annual reports	April 2008	£12,000	BARN	C.3 b		
	3) x no. older people involved in volunteering and more volunteers in older people's groups as at 2006 *both formal and informal	3) older people involved in volunteering and people involved in older people groups increased by 5% by 2010	3) person recruited to encourage volunteering among older people by May 2007	April 2010		BARN	F.4 b F.4 c F.4.d		

APPENDIX G: DRAFT OLDER PERSONS THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:

Older people and access to services

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Older people access services more easily.	1) x older persons bus passenger journeys as at 2004/05	1) x extra older persons bus passenger journeys by 2010	1)undertake survey in the next year, to assess possible expansion	End April 2010	<i>Will any funding be earmarked for specific schemes??</i>	WCC	F.5 a		
	2) x% of older people satisfied that their enquiries were dealt with at first point of contact by Worcester hub at the Dolphin Centre	2) x% more older people satisfied that their enquiries were dealt with at first point of contact by Worcester hub at the Dolphin Centre	2)More publicity for hub and survey of older people to assess how access can be made easier	End April 2010		WCC/ BDC	D.3 a F.6 a		

APPENDIX G: DRAFT OLDER PERSONS THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Older people and communication**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Older people have a greater voice	4 older people involved in older persons' forum as April 2007	1) A minimum of 60 people over 55 engaged in an Older Persons' theme group between 2007 and 2010 2) minimum of 6 group meetings per year	a) In the next year, at least 10 older people are recruited, meet, devise terms of reference and set objectives for the Older Persons' theme group b) Attendance at Age Concern fair, publicity and involvement of U3A	End April 2010	Partners' in kind contribution	BARN	D.3 a D.3 b D.3 c F.3 a F.4 b		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Responding to housing market**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Comprehensive understanding of the Housing Market and Housing demand/supply within Bromsgrove	Fordham Housing Needs Survey 2004	Complete Housing Demand Study for Bromsgrove District and produce new Housing Strategy	Project Plan Agreed and Funding in place Study Completed	April 2007 September 2008	BDC Budgets RSLs operating in Bromsgrove District Budgets Approximately £50k	BDC Strategic Housing Manager supported by RSLs	F1		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Complementary housing and planning policy**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Review of Planning Policy to support Housing demand	Current Planning and Housing Strategies	Local Planning Policy fully compliments and supports BDC priority for affordable Housing	Priority and Project Plan agreed by Council. Affordable Housing and Managing Housing SPDs adopted and supported by Core Strategy	October 2008	BDC Employees and Councillors	BDC Head of Planning	F1		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

PRIORITY:
Housing migration – South market housing area

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Review of the work of the SHMA in respect of migration	SHMA Housing Market Survey (in progress)	Impact of migration included within Housing Demand Study	See Housing Demand Study	September 2008	SHMA/BDC	BDC Housing Strategy Manager	F1		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Affordable housing**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Delivery of Affordable Housing in Bromsgrove and Rural Areas	Tenure % of affordable housing BDC 11% is compared with average for the West Midlands and England and Wales of 21%, showing a minimum shortfall of 10%. (NHF Source)	240 units built (Outcome measure will be reviewed against results of Housing Demand Survey and targets set in LAA)	Support applications for affordable housing 80 units per year. (Target to be reviewed against results of Housing Demand Survey)	31 st March 2010	BDC Planning Team Partner DSL's/Social Housing Grant	BDC Strategic Housing Manager	F1		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Affordable housing**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
New Affordable housing in Bromsgrove Town Centre	Number of current units?	Outcome measure to be reviewed as Town Centre Area Action Plan is developed	Y1 Support allocations for affordable housing in Town Centre Area Action Plan. Y2 and 3 units per year as set out in Area Action Plan	31 st March 2010	£50k BDC budget	LSP BDC Planning Team Town Centre Theme Group	F1		

APPENDIX H: HOUSING THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
Affordable housing**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Affordable Housing on Longbridge Site (East Works)	No units	700 houses >35% affordable housing	Area Action Plan adopted Including allocations for affordable housing and part of final design outputs for site. 130 units per year	31 March 2008 31 March 2010	BDC Planning Team (£50k) LSP Housing Theme Group Planning Grant/Social Housing Grants	BDC Corporate Services Director	F1		

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
NETWORK & ENGAGEMENT	Launch of Compact and stakeholder event (CP6 Community Influence & CP 7 Community Events)	All partners	Nov 06	Launched 8/11/06	List of invitees Event arranged and held Press release sent out prior to event which was published Article in published in Together Bromsgrove (Spring 07)	Failure to engage all partners Organisational changes can affect whether an organisation can continue to participate
	Compact Steering Group to develop and monitor Action Plan	All partners	Ongoing	Planning to commence Jan 07	First meeting arranged for 2.3.07	Partners do not attend meetings
	Facilitate three networking opportunities	BARN	Jan/May/Sept 07	Ongoing	Agenda and minutes, attendee list	As above
	Organise and facilitate two	Bromsgrove LSP	July & Nov 07	Planning		As above

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
	stakeholder events CP6: Community Influence & CP7: Community Events					
TRAINING	Highlight training opportunities	BARN (network meeting and newsletter)	Jan/May/Sept 07	Ongoing	Agenda and minutes	Only available to attendees and those on mailing list
	Develop ways to share skills between sectors					
	Capacity Building partnership training for VCS via LSP	External trainer	Feb 07	Planning	Info circulated – 3 people invited	
EQUALITIES	Launch of Strategy	Bromsgrove District Council	September 06	Ongoing	6-weekly forum	Lack of consensus among key partners on key elements of strategy

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
	Implement strategy	Equality & Diversity Forum	Ongoing	Active	Members attending the Equality & Diversity Forum	
	Review strategy	Equality & Diversity Forum	To commence June 2009			
VOLUNTEERING (LAA F4 – Mandatory outcome)	Roll out Worcestershire Volunteering Strategy (Volunteering code of practice of Worcestershire Compact)	All partners	Nov 06	Ongoing	Agenda & minutes of the Worcestershire Infrastructure Consortium volunteering sub group	Needs to be local
	Publicise all volunteering opportunities and volunteers' requests	BARN and other partners		Ongoing	Monitor use of V-base software Article in next Together Bromsgrove? (June	Need other partners to raise awareness of volunteering opportunities

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
					2007)(CP9)	
	Support National Volunteers' Week	All partners	1-7 June 2007	Planning. Venue booked for event in Bromsgrove 6 th June		

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
RESOURCES	BARN Network meeting May 2007: National Lottery presentation re funding opportunities	BARN	15 th May 2007	Planning	Agenda and minutes of meeting	Speaker doesn't attend. Lack of BARN member attendance.
HELP, ADVICE & SIGNPOSTING	Investigate possibility of county wide bid to Advice Plus lottery fund CP8: Customer Service	To be identified	October 2007	Planning	Two exploratory meetings held and proposal drafted. Advice taken from Worcestershire Partnership Funding Manager.	Lack of buy-in for proposal. Bid was submitted to first round by other county partners which may thwart chances. If a bid is submitted, grant is not approved.
	Work with Customer Service Centre to devise a template that can be completed by VCS organisations working in the district	All	Ongoing		Template devised and put to use. CSC staff aware of VCS organisations and the services they can provide, and people signposted	Potentially a large piece of work which would need to be updated regularly. Who would carry out this task?

APPENDIX I: COMPACT ACTION PLAN

Outcomes	Key activities/ tasks/targets	Partner who carries out the work	Target date	Current status (delete as applicable)	Evidence (Where appropriate please include any beneficiaries, specifying the numbers and types of organisations, specify milestones hit)	Risks (Identify any events/issues which may prevent you from meeting target, and specify any actions taken to address the issues)
	to promote their services. CP8: Customer service				as appropriate	

APPENDIX J: COMMUNICATIONS THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
EFFECTIVE COMMUNICATION**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Raise the profile and positive image of the area (Grumpy County Campaign)	1) General public satisfaction with area x % (BVPI survey 2006/07)	1) Improve public satisfaction with area by 1%, year on year	1) Carry out surveys with customer panels once a year	April 2009	BDC £20,000 (NB: budget for 2008/09 will not be approved until Feb 2008)	BDC	F3/4/6		
	2) Improved perception of Quality of Life	2) To be established once Quality of Life survey carried out	2) Introduce a yearly Quality of Life survey to ascertain benchmark information in relation to key QoL indicators	Baseline established by April 2008	As above	BDC	F3/4/6		

APPENDIXJ: COMMUNICATIONS THEME GROUP HIGH LEVEL ACTION PLAN

**PRIORITY:
EFFECTIVE COMMUNICATION**

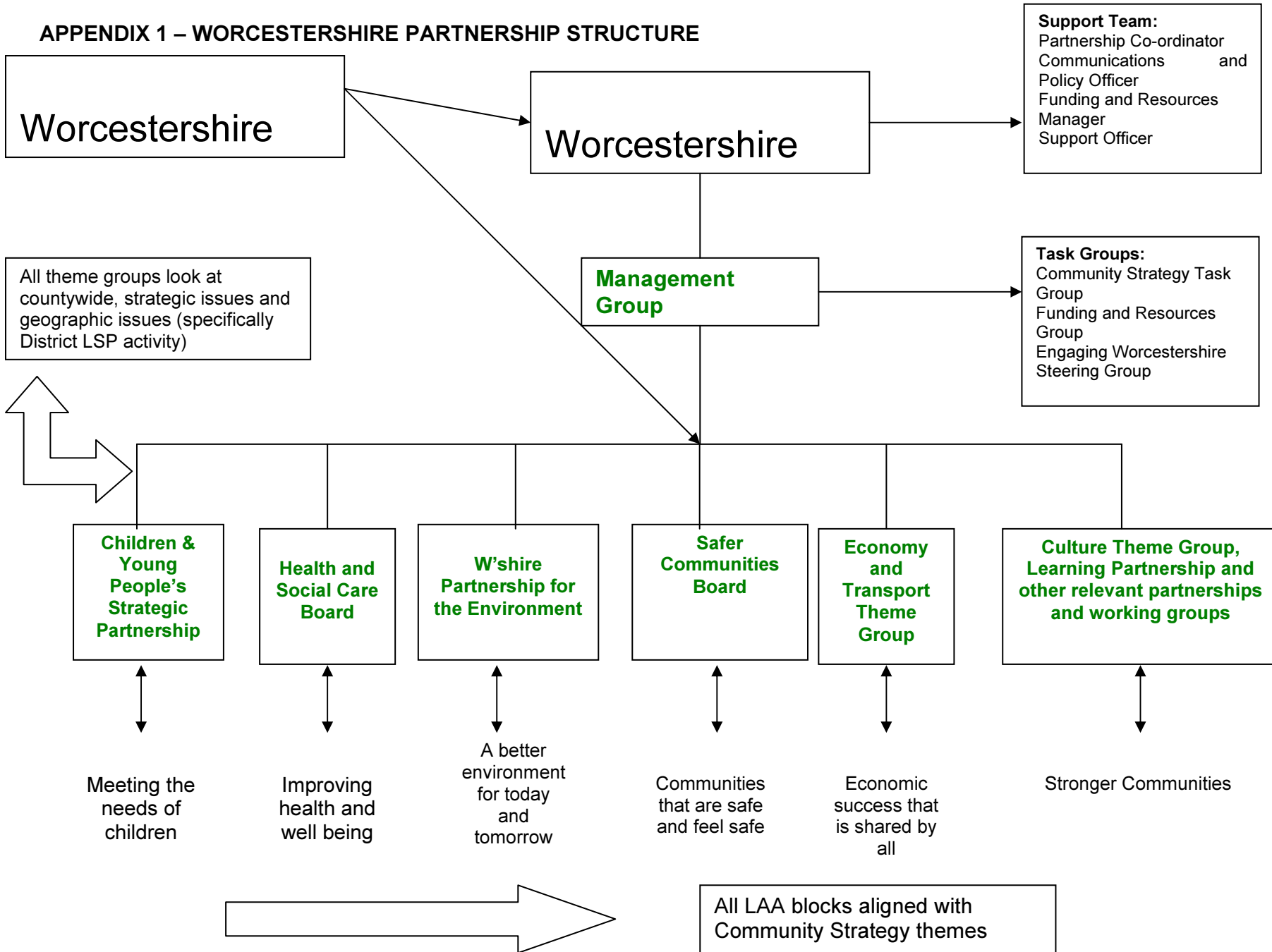
Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Develop and implement a framework for effective communication and consultation *There are communication strategies for other HLAP's e.g. Fear of Crime which will be included in individual plans.	1) x% of those surveyed feel that they can influence decisions in the area (BVPI survey 2006/07) 2) None	1) Increase those who feel that they can influence decisions by x% 2) Public awareness of role of LSP	1) Pilot 2 area committees per annum and PACTS with 2 meetings per year 2) Survey to ascertain how many people are aware of the work of the LSP	31 st March 2009 (6 in total over 3 years) Survey to be completed by April 2008	BDC budget £4,000 per area committee (subject to review 2008/09 budget cycle) As part of annual QoL survey (see previous)	BDC	F3/4/6		

APPENDIX J: COMMUNICATIONS THEME GROUP HIGH LEVEL ACTION PLAN

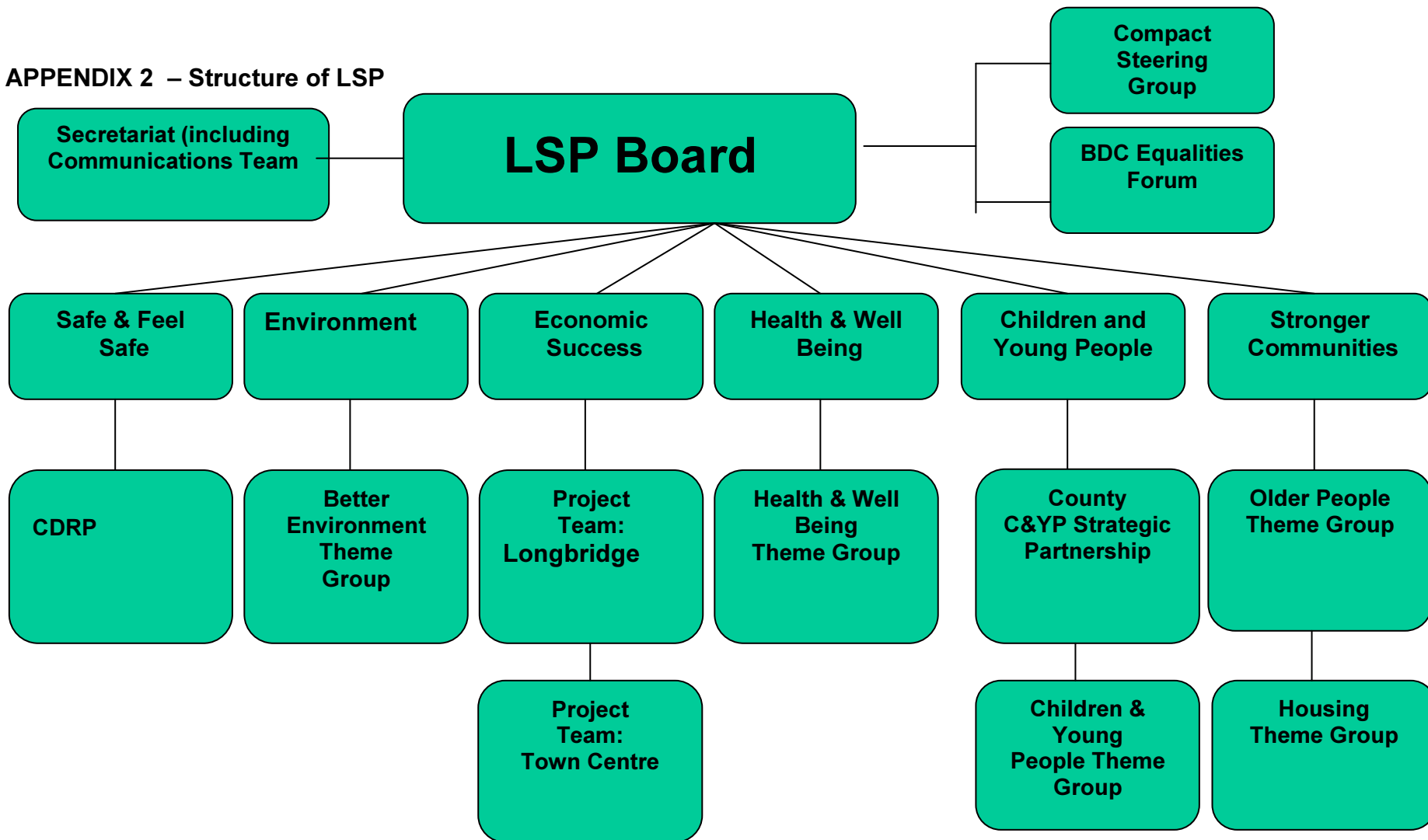
**PRIORITY:
EFFECTIVE COMMUNICATION.**

Key Deliverable (Outcomes)	Baseline	Outputs	How do we know we are getting there?	Completion Date	Resource	Lead Partner	LAA Link	Progress to date Sept 2007	Status
Community Strategy that reflects local need	x no. of responses to Community Strategy 2003 - 2013	Increase number of responses to consultation by 5%	Increased publicity for community strategy, use of existing and new forums to gather views (eg PACTS, customer panels, older persons' forum etc)	September 2007 Board	BDC	BDC			

APPENDIX 1 – WORCESTERSHIRE PARTNERSHIP STRUCTURE

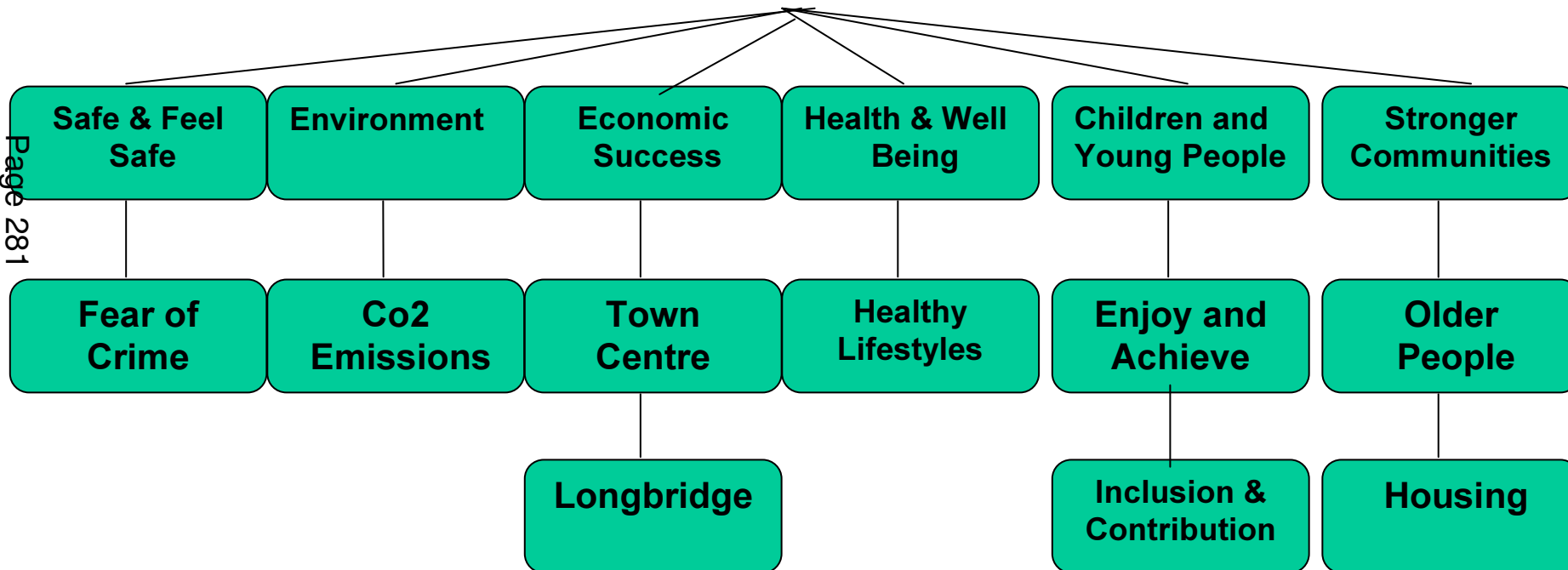


APPENDIX 2 – Structure of LSP



APPENDIX 3: HOW THE BROMSGROVE PARTNERSHIP'S PRIORITIES FIT WITHIN THE LAA

**"We will make Bromsgrove District
a better place to work, live and
visit by driving forward change"**



Appendix 4: Glossary

BDC	Bromsgrove District Council
GOWM	Government Office West Midlands
LAA	Local Area Agreement
LDF	Local Development Framework
LSP	Local Strategic Partnership
PACT	Partners & Communities Together
SCS	Sustainable Community Strategy

Want to know more?

If you would like more information about the Community Strategy, contact:

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Glad or Grumpy?



Page 285

Bromsgrove Partnership
Your **District**, Your **Future**



Do you live or work in the District?

Or do both? The Bromsgrove Partnership is consulting on its new Community Strategy which sets out how it will work together to improve the quality of life in the District. The Partnership is made up of representatives from the public, private and voluntary sectors. The Strategy is based on facts and figures on the District.

The Strategy covers priorities like the town centre and Longbridge regeneration, education, the environment, older people, children and young people, health and housing. For a full copy of the Strategy, click on www.bromsgrove.gov.uk or call Louise Berry on 01527 881412.

We want the final Strategy to be based on the facts and figures about the District **and** the issues that matter to you. So we can do that, please let us know what makes you glad and what makes you grumpy about living or working in the District.

makes me glad

makes me grumpy

Name

Address

Tel/e-mail

Please post back to us or drop this off at our customer service centre at the Dolphin Centre by 31st August 2007. Click on our website to fill in this form online. Thanks

2

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