



## **BROMSGROVE DISTRICT COUNCIL**

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

**TUESDAY, 23RD OCTOBER, 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. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 18th September 2007 (Pages 1 - 4)
4. Tracker Report - Referrals to Cabinet (Pages 5 - 16)
5. Report on Satisfaction Survey in relation to Street Scene and Waste Management Services (Pages 17 - 26)
6. Employee Survey Results 2007 (Pages 27 - 40)
7. Monthly Performance Report - Period 5 (August 2007) (Pages 41 - 60)
8. New Improvement Plan Exception Report - Period 5 (August 2007) (Pages 61 - 72)
9. Work Programme (Pages 73 - 80)
10. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire  
B60 1AA

12th October 2007

K. DICKS  
Chief Executive

# Agenda Item 3

## BROMSGROVE DISTRICT COUNCIL

### MEETING OF THE PERFORMANCE MANAGEMENT BOARD

TUESDAY, 18TH SEPTEMBER 2007

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

Observers: Councillors P. M. McDonald and C. J. K. Wilson.

Officers: Mr. K. Dicks, Mr. P. Street, Mr. H. Bennett and Mr. A. Jessop.

#### 30/07 APOLOGIES FOR ABSENCE

No apologies for absence were received.

#### 31/07 DECLARATIONS OF INTEREST

Councillor J.T. Duddy made two declarations of interest, as follows:-

- (i) Personal Interest in agenda item no 4 – that part of the report on Customer Satisfaction Data relating to the Bromsgrove Arts Centre, as he was a member of the Bromsgrove Arts Centre Operating Trust; and
- (ii) Personal Interest in agenda item no 8 – that part of the report on a Customer Panel Survey relating to the Bromsgrove Arts Centre, as he was a member of the Bromsgrove Arts Centre Operating Trust.

#### 32/07 MINUTES

The Minutes of the meeting of the Performance Management Board held on 21st<sup>t</sup> August 2007, were submitted.

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

(NOTE: the Chairman reminded members that, at the last meeting, he had indicated that, due to the absence on holiday of the Chief Executive, the proposed update on the Spatial Project was to be deferred, and advised that this would now be submitted to the November meeting of the Board, and that, in tandem with the report, a Seminar for members would be organised by the Head of E.Government and Customer Services).

#### 33/07 CUSTOMER SATISFACTION DATA

Further to Minute No.27/07(f) of the last meeting, a report on the outcome of the triennial best value satisfaction surveys undertaken in 2006/07, was submitted. The report highlighted the key issues and set out strategic responses.

**RESOLVED:**

- (a) that the Board notes:
- (i) the satisfaction survey results as shown in section 4.2 together with the comparisons and analyses in section 4.3 and Appendix 1;
  - (ii) the key messages from the Bromsgrove survey results as highlighted in section 4.4 and Appendices 2 to 5;
  - (iii) the summary of key issues arising from these satisfaction surveys and the comments and proposed actions for each, as set out at section 4.5; and
  - (iv) the conclusions made by the Department of Communities and Local Government;
- (b) that, in future analyses of such surveys, officers be requested to consider factoring in additional breakdowns to include sub-district responses (i.e., by ward boundary), by urban/rural area, by age, disability, etc; and
- (c) that the relevant Portfolio holder, together with the Head of Street Scene and Waste Management, be requested to look into the reasons why indicators BV89 (Street Cleanliness) and BV90a (Waste Collection) were worse than the national trend, and report their findings to the next meeting of the Board, and that, in connection with BV89 above, Members be advised of the criteria of the "Apple Award" recently attained by the Council.

34/07 **MONTHLY PERFORMANCE REPORT - PERIOD 4 (JULY 2007)**

A report setting out the Council's performance as at 31<sup>st</sup> July 2007 (period 4), was submitted.

**RESOLVED:** that the Board notes

- (a) that 68% of indicators were improving or stable at the period end, compared to 67% in the previous period;
- (b) that, on future reports, efforts be made to show a % figure for both improving and stable indicators as referred to in (a) above;
- (c) that 71% of indicators were achieving their targets at the period end, compared to 66% in the previous period;
- (d) celebrates the successes as outlined in section 4.4 of the report;
- (e) the potential areas for concern set out in section 4.5 of the report, together with the corrective action being taken; and
- (f) the responses to issues raised in the previous months' report, as set out in Appendix 5 to the report.

**RECOMMENDED:**

- (a) that Cabinet be informed of the Board's concern over the significant increase in sickness absence over the previous months figures, and recommend that they carry out a benchmarking exercise with a better performing neighbouring authority to compare and contrast respective practices and procedures in place, and that their findings be submitted to the next meeting of the Board;
- (b) that, with regard to performance indicators BV78a (speed of processing new claims for Housing/Council Tax benefit) and BV8 (Invoices), the relevant portfolio holders be reminded of the need for a sustained performance above target in these two areas in order to meet the required outturn; and

(c) that the Chairman write to all portfolio holders reminding them of the dates of the meetings of this Performance Management Board, and requesting that they make every effort to attend (if the timescales allow).

35/07 **NEW IMPROVEMENT PLAN EXCEPTION REPORT - PERIOD 4 (JULY 2007)**

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

**RESOLVED:**

(a) that the revised Improvement Plan Exception Report, together with the corrective action being taken, be noted; and

(b) that it be noted that, for the 159 actions highlighted within the Plan for July, 95.6% of the Plan was on target (green), 3.2% was one month behind (amber), and 0.6% was over one month behind (red). 0.6% of actions had been re-scheduled or suspended, with approval.

36/07 **CUSTOMER PANEL SURVEY**

A report setting out the key findings of the first Customer Panel survey which took place in June 2007, was submitted.

**RECOMMENDED:** that Portfolio holders work with their respective Heads of Service to ensure that all relevant key issues are taken back and included in the various Business Plans to further the Council's progress.

37/07 **WORK PROGRAMME**

Consideration was given to a report setting out the Board's original work programme for 2007/08, which was agreed at the March 2007 meeting of the Board.

**RESOLVED:** that, subject to the following amendments, the work programme for 2007/08, be noted and approved:-

Staff Survey 2007 Results – move to October 2007

Quarterly Review of referrals to Cabinet – to commence in October 2007

Spatial Strategy Report – consider in November 2007

Performance Management Strategy – consider in March 2008.

The meeting closed at 7.45 p.m.

Chairman

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## BROMSGROVE DISTRICT COUNCIL

23 OCTOBER 2007

### PERFORMANCE MANAGEMENT BOARD

#### **PMB RECOMMENDATIONS TRACKER**

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

#### **1. SUMMARY**

- 1.1 To report to Performance Management Board on progress of resolutions and recommendations made by the Board from the April 2007 meeting onwards.

#### **2. RECOMMENDATIONS**

- 2.1 That The Board notes the attached update
- 2.2 That the Board determine the frequency it requires updates of the tracker, see section 3.1

#### **3. BACKGROUND**

- 3.1 This report has been produced at the request of the Chair. It is intended to update the tracker and bring it back to future meetings, either monthly or quarterly, as the Board determines.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 No financial implications

#### **5. LEGAL IMPLICATIONS**

- 5.1 No Legal Implications

#### **6. CORPORATE OBJECTIVES**

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

#### **7. RISK MANAGEMENT**

- 7.1 There are no risk management issues

**8. CUSTOMER IMPLICATIONS**

8.1 None

**9. 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

**10. OTHERS CONSULTED ON THE REPORT**

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

**11. APPENDICES**

Appendix 1 Recommendations Tracker

**12. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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Tel: (01527) 881602



Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
13 April 2007			
83/06	<p>HOUSING STRATEGY ACTION PLAN 2006-2011 - PROGRESS REPORT</p> <p>RESOLVED:</p> <p>(1) that, on the Action headed "Develop in-house skills of Planning Officers upon Urban designs and the construction of Development Briefs/Consider sharing services with other Councils to achieve savings", the Head of Strategic Housing liaise with the Head of Planning and Environment Services to determine whether this matter should be given a revised date, or whether it should be deleted from the Action Plan as it was considered no longer relevant due to a change in circumstances</p>	<p>The action has been deleted from the plan as suggested by PMB. COMPLETED</p>	
83/06	<p>RECOMMENDED: that, on future reports, actions should be prioritised (perhaps by the inclusion of an additional column showing High, Medium or Low Priority).</p>	<p>The updated action plan which to be produced in November will include H,M,L priority classification</p>	
85/06	<p>IMPROVEMENT PLAN EXCEPTION REPORT - FEBRUARY 2007 UPDATE</p> <p>RECOMMENDED: that, on the issue of communications, on future occasions when senior officers of the Council are away en-bloc on a management "away day", or there are similar training sessions involving a number of officers from one department, these dates/occasions be communicated to Members in advance.</p>	<p>Superseded by action in the May meeting (see below), minute ref 2/07</p> <p>COMPLETED</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
86/06	<p>PERFORMANCE REPORTING - FEBRUARY 2007 (PERIOD 11)</p> <p>RECOMMENDED: that the Head of Street Scene and Waste Management Services be requested to respond to the question as to whether the first Green Waste collection round after the winter break took longer than normal, and/or whether any extra collection time was to be factored-in to future timetables.</p>	<p>Verbal update given at the May meeting, along the lines of :-</p> <p>“Collection times are not greatly affected primarily because we still only empty the set number of bins for the day. We empty approx 9000 bins per day the difference after the winter is that most of the green bins are out, on other weeks not everyone puts their bin out. This is factored into the normal days work and does not create undue difficulties other than the bins tending to be heavy”</p> <p>COMPLETED</p>	
<b>22 May 2007</b>			
2/07	<p>RESOLVED:</p> <p>(a) that, for the avoidance of doubt, the recommendation to Minute No. 85/06 (Improvement Plan Exception Report – February 2007 Update) be amended to read “that, on the issue of communications, on future occasions when senior officers of the Council are away en-bloc on a management “away day”, or there are similar training sessions involving a number of officers from one department, these dates/occasions be communicated to Members in advance by e-mail, to be supplemented by a</p>	<p>Implemented and ongoing</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
	postal notification until such time as all members were contactable via e-mail”		
3/07	<p>DATA QUALITY STRATEGY</p> <p>RESOLVED:</p> <p>(a) that the Data Quality Strategy and Action Plan be noted, but that, if possible, a report be submitted to the next meeting of the Board setting out an “in-house” assessment of the current levels of performance;</p> <p>(c) that future copies of the report should include an additional (end) column outlining the current status of the various Items/Themes; and</p> <p>(d) that the Assistant Chief Executive be requested to discuss prioritisation of Themes within the document with the Council’s Auditors in due course.</p>	<p>Self assessment of position against the “key Lines of Enquiry (KLOE)” was submitted to the Board at the June Meeting. COMPLETED</p> <p>Six monthly progress reports on the DQS action plan programmed into PMB work schedule. This will include status information as requested. First progress report scheduled for PMB meeting in November. It is planned to discuss prioritisation of Themes following the achievement of a “2” score for Data Quality</p>	
4/07	<p>IMPROVEMENT PLAN EXCEPTION REPORT UPDATE - PERIOD 12 06/07 (YEAR END)</p> <p>RESOLVED:</p> <p>(c) that, the Assistant Chief Executive be requested to investigate the reason for the apparent reversal in on target (green) projects from 70% in February to 58% in March, and report his findings to the next meeting;</p>	<p>A report was submitted to the next meeting in June. COMPLETED</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
	(d) that, insofar as the issues relating to the Modernisation of the Council Brand were concerned, a copy of the Style Guide be circulated with the agenda for the next meeting, and that, in this regard, the Council's Communications Manager be invited to attend to assist with any discussion or debate	Style Guide was submitted to the June PMB meeting. COMPLETED  Anne-Marie Darroch attended the meeting, as invited. COMPLETED	
<b>19 June 2007</b>			
11/07	<p>PERFORMANCE REPORT - APRIL 2007 (PERIOD 1, 2007-08) RESOLVED</p> <p>(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.</p> <p>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.</p>	<p>The CSC report was circulated and an Action Plan has been developed and reported to CMT</p> <p>Recommendation approved at Cabinet on 10 July.</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
<b>17 July 2007</b>			
17/07	<p>STRATEGIC HOUSING INSPECTION ACTION PLAN</p> <p>RECOMMENDED that the Cabinet (via the appropriate Portfolio holder) explore the possibility of carrying out a “peer review” in October 2007, in support of the aim of achieving a 1-star standard by the time of the next review, to be held in February 2008.</p>	<p>Internal Audit are auditing the action plan and Strategic Housing team are engaging Housing Quality Network to carry out the Peer Review by 1<sup>st</sup> December</p>	
19/07	<p>COMPREHENSIVE PERFORMANCE ASSESSMENT AND IMPROVEMENT PLAN 2007-08</p> <p>RECOMMENDED:</p> <p>(a) that, insofar as paragraph 63 of the Corporate Performance Assessment document was concerned (Performance Management of Corporate Projects), the Cabinet be requested to submit a briefing note on how the implementation of the Spatial Project was progressing to date, and that the appropriate Portfolio holder and relevant Head of Service be invited to address the Board at their next meeting in this regard;</p> <p>(b) that, at future meetings, when considering a report on a relevant topic, the appropriate Portfolio holder should be invited to address the Board and be fully briefed by the appropriate officer(s).</p>	<p>Cabinet, on 1 August, agreed that the portfolio holder would report to the Board, supported by the Head of Service where required. At the September PMB meeting the Board agreed to receive this report at the meeting in November (minute 33/07 refers – see below)</p> <p>The chairman has reminded Portfolio holders of the need to be available and attend if requested</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
<b>21 August 2007</b>			
25/07	<p>SUSTAINABLE COMMUNITY STRATEGY - DRAFT RESPONSE</p> <p>RESOLVED:</p> <p>(c) that the performance management arrangements for the Sustainable Community Strategy be included in the Board's work programme for review in March 2008.</p>	<p>Resolution noted and will be carried forward for inclusion when the 2008 work programme is drafted.</p> <p>TO BE REVISITED when 2008 programme is being developed</p>	
27/07	<p>BUSINESS PLANNING TEMPLATES 2008-09</p> <p>RESOLVED:</p> <p>(b) that a completed set of templates be sought from the Head of Street Scene and Waste Management for consideration by the Board at its November 2007 meeting;</p> <p>(f) that, in view of the fact that the Council does not have established customer standards, information from customer satisfaction data (survey results) be brought to the next meeting of the Board for members information</p>	<p>This is in the work programme for the November meeting</p> <p>Reports on the Triennial Best Value Customer satisfaction survey and the first Customer Panel survey were brought to the September meeting. COMPLETED</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
29/07	<p>INTEGRATED FINANCIAL/PERFORMANCE REPORT - QUARTER 1, 2007-08 RESOLVED</p> <p>(e) in view of the details referred to in (a) above, a report be submitted to the next meeting of the Board on the reason(s) for the apparent reduction in the number of indicators that were improving or stable in June, compared to May. RECOMMENDED that Cabinet be requested to instruct the appropriate Portfolio Holder to work closely with relevant senior managers to speed up the process of dealing with requests/payments for Disabled Facilities Grants.</p>	<p>Details Included with the subsequent report to the Board. COMPLETED</p> <p>Proposals will be made to increase the level of admin support for processing of DFG's. In addition a contract framework arrangement is being pursued via the Procurement manager. It is intended that this will be with 3 or 4 contractors who we can then call off for each grant job, this will significantly red cue the time it takes to source contractors to do the work.</p>	
18 September 2007			
33/07	<p><b><u>CUSTOMER SATISFACTION DATA</u></b></p> <p><b><u>RESOLVED:</u></b> (b) that, in future analyses of such surveys, officers be requested to consider factoring in additional breakdowns to include sub-district responses (i.e., by ward boundary), by urban/rural</p>	<p>The Assistant Chief Executive will ensure that additional breakdowns are included in the requirements for future surveys</p>	

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
	<p>area , by age, disability, etc; and  (c) that the relevant Portfolio holder, together with the Head of Street Scene and Waste Management, be requested to look into the reasons why indicators BV89 (Street Cleanliness) and BV90a (Waste Collection) were worse than the national trend, and report their findings to the next meeting of the Board, and that, in connection with BV89, Members be advised of the criteria of the "Apple Award" recently attained by the Council.</p>	<p>Report due to come to October meeting</p>	
34/07	<p><b>MONTHLY PERFORMANCE REPORT - PERIOD 4 (JULY 2007)</b></p>		
	<p><b><u>RECOMMENDED:</u></b>  (a) that Cabinet be informed of the Board's concern over the significant increase in sickness absence over the previous months figures, and recommend that they carry out a benchmarking exercise with a better performing neighbouring authority to compare and contrast respective practices and procedures in place, and that their findings be submitted to the next meeting of the Board;  (b) that, with regard to performance indicators BV78a (speed of processing new claims for</p>	<p>Raised at Cabinet. Twenty high performing authorities, particularly those that have recently made significant improvement have been identified for benchmarking purposes. A report will be brought to the November Board meeting.</p> <p>Raised at Cabinet</p>	



Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
	<p>Housing/Council Tax benefit) and BV8 (Invoices), the relevant portfolio holders be reminded of the need for a sustained performance above target in these two areas in order to meet the required outturn; and</p> <p>(c) that the Chairman write to all portfolio holders reminding them of the dates of the meetings of this Performance Management Board, and requesting that they make every effort to attend (if the timescales allow).</p>	COMPLETED	
36/07	<b>CUSTOMER PANEL SURVEY</b>		
	<p><b>RECOMMENDED:</b> that Portfolio holders work with their respective Heads of Service to ensure that all relevant key issues are taken back and included in the various Business Plans to further the Council's progress.</p>	<i>Look at October cabinet minutes</i>	
37/07	<b>WORK PROGRAMME</b>		
	<p><b>RESOLVED:</b> that, subject to the following amendments, the work programme for 2007/08, be noted and approved:- Staff Survey 2007 Results – move to October 2007</p>		

Meeting date & minute ref	Minute & Action	Progress update	PMB Comment
	Quarterly Review of referrals to Cabinet – to commence in October 2007 Spatial Strategy Report – consider in November 2007 Performance Management Strategy – consider in March 2008	The Assistant Chief Executive will revise the work programme accordingly	

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

23 OCTOBER 2007

#### COMMENTS ON SATISFACTION SURVEY IN RELATION TO STREET SCENE AND WASTE MANAGEMENT SERVICES.

Responsible Portfolio Holder	Margaret Sherrey
Responsible Head of Service	Michael Bell

#### 1. SUMMARY

- 1.1 In the September meeting of PMB members asked that the relevant Portfolio holder, together with the Head of Street Scene and Waste Management, be requested to look into the reasons why indicators BV89 (Street Cleanliness) and BV90a (Waste Collection) were worse than the national trend, and report their findings to the next meeting of the Board, and that, in connection with BV89, Members be advised of the criteria of the "Apple Award" recently attained by the Council.

#### 2. RECOMMENDATION

- 2.1 It is recommended that the report is noted.

#### 3. BACKGROUND

- 3.1 **BVPI 89 Street Cleanliness.** The standard of cleanliness according to BVPI 199 has improved dramatically during the past few years following an investment in equipment and staff by this Council. However the Authority was starting from a very low base and is still catching up other Local Authorities who have had significant investment for a number of years. We are aware that in some areas the current street cleansing equipment is sweeping areas that have never been cleansed according to local residents, consequently the progress of machinery is slow in order to collect the huge backlog of waste evident in some roads. This was highlighted when the original report about the new street cleansing regime was produced and comment made that for a period of time results would only show improvement slowly.
- 3.2 We have seen significant improvement in Charford, Sidemoor and Catshill by the introduction of the dedicated cleansing operative who's responsibility is to maintain a high standard of cleanliness within the dedicated area. This has been commented by local residents who have recognised the benefits of this dedicated resource.

- 3.3 We are still working with the County Council and BDHT to improve further the cleanliness of the area in a number of ways. Specifically we have met with the County to agree a method of co-ordinating their grass cutting regime with our litter collection to avoid shredding of litter by mowers and attempting to find a solution with BDHT to the dumping by residents of waste material adjacent to bin store areas and within garage sites.
- 3.4 However in some areas perception of the service will still be low despite the favourable comments in other areas.
- 3.5 **BVPI 90a Satisfaction with Household Waste Collection.** During the period since the last survey was carried out this District Council amongst many others has introduced major changes to the service including alternate week collections. Traditionally most residents were comfortable with the previous weekly collections and because there had been no change for many years the system worked reasonably well and generated satisfaction. Requiring residents to sort waste, use alternative containers and only collect residual waste every two weeks generated considerable backlash against the Council.
- 3.6 This has been further compounded by the reduction in the green waste collection service during the winter on 2006/07 and together with the considerable adverse publicity against alternate week collections in national newspapers during the period that this survey was carried out, has generated dissatisfaction amongst some residents.
- 3.7 There is however a conflict within the results in that there is a perception reported of an improvement in the 'doorstep collection of items for recycling'. Approximately half of the refuse collection service is the collection of green waste and this is both part of the recycling service and part of the household waste collection service. It is therefore difficult to be precise about what residents real concerns are about the service in general.
- 3.8 Figures nationally suggest that there has been a reduction in the satisfaction of refuse collection services generally and this seems to correspond with the period during which many Councils have been changing systems in order to improve, from a very low base, the level of recycling.
- 3.9 **Green Apple Award.** The Green Organisation is an independent, non-political, non-activist, non-profit environment group dedicated to recognising, rewarding and promoting environmental best practice around the world. It is best known for organising The International Green Apple Environment Award campaigns - one for environmental best practice, and one for enhancing our built environment and architectural heritage. The awards recognise, reward and promote environmental best practice around the world

- 3.10 The Green Organisation is funded by membership and sponsorship, with valuable support from the Environment Agency, the Chartered Institute of Environmental Health, the Chartered Institution of Wastes Management, the Municipal Journal and several other professional bodies.
- 3.11 Street Scene and Waste Management had received plaudits from various residents groups including Charford PACT following the introduction of its dedicated litter picker scheme to Charford, Sidemoor and Catshill. We were keen to promote this as best practice and a system that generated results very quickly. We were therefore very keen to promote this system whenever and wherever possible. The Green Organisation is designed precisely for this type of promotion and seemed the ideal vehicle to get the work being done by a very dedicated group of street cleaners recognised more widely.
- 3.12 Publicity is vital to project the recycling and litter messages to the wider audience. It also develops a real pride and commitment amongst operational staff. This award has raised the profile of the service considerably and the morale of all staff involved. In doing so it also promotes the message that this Council is keen to further improve its street cleansing service.
- 3.13 What the award does not do is suggest that we have a top quality service. It recognises aspects of it that are good and recognises that work is being done to further develop the service. For that reason it should be fully supported and recognised as an excellent achievement especially by the operational staff involved.
- 3.14 An extract from the Green Organisation is included as an appendix to this report together with the submission sent from this department.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 There are no specific financial implications from this report.

#### **5. LEGAL IMPLICATIONS**

- 5.1 There are no specific legal implications from this report.

#### **6. COUNCIL OBJECTIVES**

- 6.1 How the item links to the Council's objectives and priorities.

#### **7. RISK MANAGEMENT**

- 7.1 There are no specific risks associated with this report.

#### **8. CUSTOMER IMPLICATIONS**

- 8.1 There are no specific customer implications associated with this report.

**9. EQUALITIES AND DIVERSITY IMPLICATIONS**

9.1 There are no specific equalities or diversity issues associated with this report.

**10. 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
Personnel Implications
Governance/Performance Management
Community Safety including Section 17 of Crime and Disorder Act 1998
Policy
Environmental

**11. OTHERS CONSULTED ON THE REPORT**

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

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

<i>Implications)</i>	
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b>No</b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No</b>

**12. APPENDICES**

Extract from Green Organisation website.  
Submission from Street Scene Department to Green Apple Organisation

**13. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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Tel: (01527) 881703



# The Green Apple Awards 2007

## for Environmental Best Practice and Sustainable Development



### CALL FOR ENTRIES

We would like to invite you to apply for a Green Apple Award 2007, for Environmental Best Practice and Sustainable Development.

#### ENTRY CONDITIONS

Completed Entry Forms are invited from any company, council or community that can demonstrate that it is making an effort to have a beneficial effect on the environment and/or can demonstrate that it is embodying the principles of sustainable development by meeting the needs of the present without compromising the ability of future generations to meet their own needs.

#### THERE IS NO ENTRY FEE

All you have to do is complete the Entry Form with

- Your contact details
- A summary (up to 200 words) of your Project Aim
- A summary (up to 200 words) of your Project Achievements
- A written submission (up to 1000 words) detailing your project (NB: Further guidance on this can be found in the Written Submission section of the Entry Form)
- Be sure to choose the Sector and Category for your entry (though the judges reserve the right to move your entry into a different one if they think it is more appropriate)

### Judging criteria and marking

Our judges always take into consideration the resources available to the entrant so, for example, it is possible for a small company to beat a bigger one in their pursuit of Green Apple Award recognition.

Likewise: our judges accept that none of us is – nor (unfortunately) can ever hope to be – perfectly 'green'. So do not be deterred if you find you cannot tick all of the boxes in the list of Judging Criteria. The judges can award up to 12 points on each of the following criteria. They also have the flexibility to award up to 12 additional bonus points for entries they believe have particular merit.

- Environmental benefit. Does the entry identify clear environmental benefits?
- Innovation. Does the entry demonstrate new/novel solutions to existing problems?
- Commitment to achieve by senior personnel involved. Have staff demonstrated their commitment?
- Social benefit. How have communities benefited?
- Economic benefit. What have been the financial benefits?
- Quantitative evidence of impact. Can you measure any of the environmental benefits?
- Future further development plans. How do you intend to build on your success?
- Possible adoption by others. Can your scheme be replicated by other sectors/organisations?

In your Entry Form, please show how your work satisfies any of the above criteria.

Do you have an unblemished record of compliance with relevant legislation and regulation? (You may elaborate on this point if you think it necessary.)

Please also state if any enforcement action has ever been taken against the organisation, together with any measures adopted to prevent this happening again.

- IF POSSIBLE, please also copy your complete entry on to a disk or CD and send that to us at the same time, so that we have both hard copy and an electronic version.
- Send your entry (and any necessary supporting material) to

Green Apple Awards, The Mill House, Mill Lane, Earls Barton, Northampton NN6 0NR to arrive before June 30, 2007

- We will acknowledge safe delivery of your entry and advise you by August 15 whether you have been successful or not.

### Are you eligible?

ARE YOU doing something that benefits the environment?

DO YOU deserve recognition for your environmental endeavours?

IF SO, you should apply for a Green Apple Environment Award.

The campaign is open to everyone – companies, councils, communities, countries and individuals.

ENTRY IS COMPLETELY FREE and on the back page you will find a sector and category that will accommodate your entry.

Our judges will choose Green Champions plus Gold, Silver and Bronze Winners in every category, and all of our winners will be given free tickets to collect their handsome trophies at the special prizegiving ceremony, with free food and refreshments included.

This will be staged at the HOUSES OF PARLIAMENT in early November 2007.

If you are doing something that benefits the environment, we want to hear about it. Our judging panel will consider your entry on its merits and they always make allowances for contenders who may not have the same financial resources as some of the other entrants.

#### HOW DO YOU ENTER?

Simply complete the two-sided entry form and submit it with an outline of what you have done that merits a Green Apple Award.

#### THEN WHAT HAPPENS?

You will be contacted to advise you whether your entry has been successful or not, and if you are one of our winners you will receive an invitation to join us at the Houses of Parliament to be officially presented with your trophy.

### How many entries can I submit?

**COMMERCE AND INDUSTRY:** Each entry submitted must be completely separate from any other that is put forward for consideration. No more than four from any one company.

**WASTES MANAGEMENT:** As above.

**LOCAL AUTHORITIES:** Each entry submitted must come from a different department. (i.e: No more than one entry per department, but no limit to the number of entries from any one council.)

**INTERNATIONAL:** No limit to the number of entries from any country, but no more than one from any single Government department, organisation or company.

Send your completed entry to:

GREEN APPLE AWARDS,  
THE MILL HOUSE, MILL LANE,  
EARLS BARTON,  
NORTHAMPTON, NN6 0NR

**NB**

Send both the hard copy AND A DUPLICATE electronic copy on disk (if possible)



## **Appendix 2**

### **The Clean Sweep Project**

Bromsgrove District Council's Street Scene & Waste Management Service operates a range of functions from recycling collections and dealing with abandoned cars to septic tank emptying and trade refuse collections. One of the most important and often forgotten functions of the service however is street cleansing. Keeping the streets, pavements and open spaces clean and tidy will not often cross our resident's minds until they have to report a spillage, detritus on the road or overflowing litter bins. Before the Clean Sweep Project compliments were a rare thing and service requests from the customer service centre were the only messages that the Street Cleansing Team would receive.

The Street Cleansing Team consists of a 26 strong workforce performing cleansing duties across an area of approximately 83.8 square miles of rural and semi rural land. As Bromsgrove District lies only 14 miles from Birmingham and is crossed by the M5 M42 and M40, this brings a unique set of issues from a cleansing point of view. Muddy roads, high leaf litter and road kill incidents are all increased due to our semi rural location, whilst at the same time Bromsgrove lies in the commuter belt giving rise to high volumes of traffic and the unfortunate litter thrown from vehicles, road kill, over flowing litter bins on main routes, busy town centres with the usual smoking related litter and food waste litter problems of urbanised areas.

The Head of Service together with the Street Cleansing Supervisor identified the need to turn around the way in which street cleansing operated in the authority. The main priority being to improve the actual and the perceived levels of cleanliness in the area.

The first course of action was to ensure the Team had the right equipment for the job in hand. It became clear that due to the size of existing sweepers, some smaller lanes were not able to be swept to a sufficient standard which obviously was not helping to achieve service priorities therefore considerable funding from Capital funds had been agreed to be spent on new plant. A new Scarab Mid sweeper was vital in allowing access to the smaller lanes in the District. New Footpath walk behind sweepers were also ordered, to complement the new manual barrows as well as Swingo compact footpath sweepers for larger areas. Schorling large road sweepers for the highways finished off the fleet and furnished the Cleansing Team with the correct tools to do their job to a high standard.

The Cleansing schedules were the next items to be tackled as these were at the heart of making the improvements that SS&WM strived for. In reviewing and revising the old schedules with the new machinery in mind, the Team were able to increase the coverage of its services and in some cases the frequency of cleansing. This would not only ensure that streets and pavements would be

cleaned of litter in the most effective manner available but that the visibility of the Team would also be increased.

As part of increasing coverage of the District, Managers of SS&WM have started to look for opportunities to also offer their services out to other landowners within the District such as private roads and schools. Currently one agreement has been finalised and all efforts will be made to seek other such mutually beneficial agreements. As private landowners within the Council's boundary can have an effect on residents perception of Council Cleansing Services, this was felt an important move to try and raise the perceived understanding our Council Services and also to forge relationships with relevant stakeholders.

It was well understood that where staff had good morale and healthy working relationships the effectiveness of the Team was enhanced. For a number of years Bromsgrove District Council had recognised an underlying issue with low morale and attempts had been made to turn this feeling around. Within the Street Cleansing Team the Supervisor worked hard at bringing the men together and realising they were working towards a common cause.

One important factor in getting the Team to work as a team was to encourage the men to foster a sense of pride in the work they undertook. This and other points were raised in a Street Cleansing Expectations agenda which laid out standards that were required of the Team and also what could be expected of the Council such as consultation with operatives.

A Team spirit was further nurtured through competitions and other moral boosting actions such as winning the Council's 'Team of the Month' award in May 2007 and also purchasing new uniforms for the Team.

With the implementation of the above practices and procedures compliments to the service started to come in from a wide range of people. The Chief Executive and Members of the Council praised the Teams hard efforts when their work started to pay off and noticeable improvements on the ground were recognised. Partnerships and Communities Together (PACT) meetings regularly held within the District reported good news feedback from residents on the cleanliness of their particular areas and commended SS&WM's efforts in this area. These views have also been echoed by a recent Peer Review undertaken in the Council by the LGA which recognised the hard work going into keeping Bromsgrove a clean and tidy District.

Through the use of the Council website facility and through press releases the residents of Bromsgrove were asked for their input into helping the Street Cleansing team perform its duties to a higher standard. Residents were urged to report incidents of fly-tipping and other waste issues on the street so that the Team could respond to these as soon as possible.

Improvements in performance indicators have shown excellent results such as improved response times in clearance of fly-tipped waste and dead animals and evidence of a much improved rating of local environmental quality show

substantiated evidence towards the Teams hard work and improved performance through Project Clean Sweep. Future plans for the Team include a renaming of the Team to fit in with their new improved image through out the District and also investigations into alternative methods of working. The Team now understand the importance of reacting to our changing environment and will continue to seek other best practice working elements and incorporate these into the new procedures.

### **Project Aim (No more than 200 words)**

It was acknowledged that clean streets in many of our residents minds, equated to safe streets so for the well being and peace of mind of residents and visitors to the District, Street Scene & Waste Management's (SS&WM) wanted to develop the current procedures and practices into a more co-ordinated and encompassing operation.

SS&WM Street Cleansing Team wished to turnaround the negative perception that some Bromsgrove residents had about the cleanliness in the District. The BV199 performance indicator was also suggesting that improvements could be made and therefore the Street Cleansing Team rose to the challenge.

The main aim was to improve actual and perceived cleanliness in the district; this was to be delivered in the following ways:

- 1) Build on the existing resource infrastructure by investing in new efficient machinery
- 2) Use area patrollers to act as a fast response unit for specified areas
- 3) Listen and react to customers comments on our service
- 4) Install pride into the Street Cleansing Team

It was also important that the Team actively engaged with other services in the Council such as Grounds Maintenance and Refuse & Recycling in order to achieve their goals therefore all involved had to be made aware of the drive on Street Cleansing.

### **Project Achievements (No more than 200 words)**

The fleet was enhanced with new technology including a graffiti cleansing machine, Swingo, Scarab and Green Machine sweepers; the additional equipment allowed SS&WM's Street Cleansing team to crack down on areas of concern.

SS&WM launched area patrollers for 3 specific locations of the District to improve cleanliness and safety concerns for inhabitants, effectively becoming a constant presence on the streets.

Input from residents was recognized and through local press releases and web interaction, general public were asked to help the Council in its fight against littering and fly-tipping.

Numerous letters, emails and praise from residents, Councillors, Chief Executive, PACT meetings, Local Housing Trusts have been received as well as excellent feedback from the Peer Review that was recently carried out. Our performance indicators are reflective of the increased hard work in Street Cleansing and are remaining consistently high in this area.

The changes involved a lot of hard work in implementing new improved cleansing schedules and operational procedures but the Team all contributed to the success of the service by making suggestions, working together and going that extra mile to make a difference; they now exhibit Best Practice in some areas and continue to build on this for the future.

**BROMSGROVE DISTRICT COUNCIL**  
**PERFORMANCE MANAGEMENT BOARD**

**23 OCTOBER 2007**

**EMPLOYEE SURVEY 2007**

Responsible Portfolio Holder	Cllr Roger Smith, Portfolio for Human Resources and Legal and Democratic Services
Responsible Head of Service	Jo Pitman, Head of HR& OD

**1. SUMMARY**

1.1 This report provides a summary of the findings following the recent employee survey and an overview of the next steps.

**2. BACKGROUND**

2.1 After a period of over 4 years, an employee survey was conducted at BDC in February 2006. The survey was of a generic nature, but it provided some very useful benchmark information. The response rate was high – 52% - which gave a usefully valid set of results. The results yielded a number of trends which painted a concerning picture about employee morale and satisfaction. More importantly, it indicated clearly that employees had very little faith in management and how the Council was run.

2.2 In April 2006, the 3-yearly Investors in People (IiP) assessment took place and the assessor's observations and findings completely mirrored the results of the employee survey. At this point, the Council entered a period of 'retaining recognition' with the IiP standards panel and was given 12 months to show significant progress.

2.3 A working group of staff and managers, representing all service groups and all levels, was established with the remit to look at both issues – employee satisfaction and IiP recovery. The working group identified solutions and created an implementation plan to bring about recovery in both these areas. This implementation plan was approved by the IiP standards panel in July 2006.

2.4 In April 2007, the IiP assessor re-visited to check the implementation of the recovery plan and he agreed that the Council had made 'significant

progress'. A further 12 months was granted in order to recover the full liP status.

- 2.5 A major component of this final recovery was the testing of employee satisfaction regarding the actions taken as part of the implementation plan. The Employee Survey 2007 was undertaken during May and the results received in July. The report was reviewed by CMT in August. The findings are summarised in Appendix A, and interpreted in sections 5. The full report (89 pages) is available on request.

### **3. SURVEY METHODOLOGY**

- 3.1 The survey in 2007 was designed specifically to respond to the current BDC situation. 22 of the questions asked in 2006 were repeated in order to get an accurate comparison and measure of progress. The questions chosen were both those where the most concerning results had been received in 2006, and also where results were positive, to make sure things did not go backwards. Additional questions were asked to specifically test employee satisfaction with a range of initiatives and improvements brought in as a result of the survey/liP recovery plan.

### **4. SUMMARY OF RESULTS**

- 4.1 A response rate of 53% was received to the employee survey in 2007, a small rise compared with 2006. Such a large response rate is considered high in the field of employee surveys and it was pleasing to achieve this result. Again, it meant that the data collected had greater validity than if only a small sample of employees had responded.
- 4.2 The data shown in appendix A summarises the corporate results; data for each service group is available in the full report and from relevant heads of service. The data is presented with a traffic light system, where **green = more than 70% in agreement; amber = 36 – 69% in agreement; and red = less than 35% in agreement.**

### **5. INTERPRETATION OF RESULTS**

- 5.1 **Overall, the employee survey results show a large shift in the right direction compared with 2006. Satisfaction is higher for younger employees and for those with less than 2 year's service.**
- 5.2 Of 22 questions benchmarked in 2006, all but 1 show an improvement, some of which are significant. The 1 question showing a worsening trend is: "I feel my job is secure". This shows a drop from 68% agreement to 58%. This is considered neither surprising nor of particular concern given the current climate and it suggests a realistic level of awareness by employees.

- 5.3 Of the remaining 21 questions, 10 were afforded green traffic light status, 3 of which were for the first time.
- 5.4 A further 10 questions were afforded amber traffic light status.
- 5.5 Only 1 question showed red traffic light status: "Bromsgrove DC is efficient and well run in the whole council". Despite the red traffic light status, this result shows a marked improvement on last year, with 14% agreement in 2006 rising to 34% in 2007. This result is on the 'brink' of an amber traffic light.
- 5.6 This question itself highlighted a very interesting trend across the council. It was split so that respondents were asked to comment on whether BDC was efficient and well run in a) their own team, b) their service group and c) the whole council. The picture emerging from these results shows that employees believe that their 'bit' of the council is better run than elsewhere, in other words, "I'm alright, it's the others". This is perhaps an echo of the observations made by CPA about 'complacency'.
- 5.7 Results were:
- BDC is efficient and well run in my team = 72% agreement
  - BDC is efficient and well run in my service group = 64% agreement
  - BDC is efficient and well run in the whole council = 34% agreement
- 5.8 This is a concerning trend which highlights a raft of work still to be done around culture change, removing barriers and silos, and bringing to life the 'working together' element of the corporate Vision.
- 5.9 The rest of the questions in the survey were designed to test specific things, such as:
- Leadership and Management (visible leadership and The Bromsgrove Way)
  - Communication (Connect, e-connect, core brief, team meetings, new intranet)
  - Performance Management (grasp of objectives, priorities and performance measures)
  - Performance & Development Reviews (Specifically the scheme launched for first use in 2007)
  - Working Relationships (colleagues, managers and Councillors)
  - Training and Development (preparation for and debriefing of training events)
  - Changing the Culture of BDC
  - Equality & Diversity
  - Health & Safety
- 5.10 Leadership and Management questions showed the same trend noted above; "I'm alright, it's the others".

- 5.11 Communication questions - 7 out of 11 yielded green traffic lights, with team meetings being top of the list. There were correspondingly high satisfaction levels with Connect, Staff forums, E-Connect and the Intranet. 2 out of 11 yielded amber traffic lights – core brief being communicated fortnightly face-to-face; fully informed about council developments – which suggests that whilst team meetings are popular with employees, they are not consistently effective in delivering these two key aspects of communication. Finally, 2 out of 11 questions yielded red traffic lights – too much information to deal with; managers not referring to Connect. In conclusion, the results for communication are much improved on 2006.
- 5.12 Performance Management questions yielded 4 out of 5 green and 1 amber traffic light. High results for knowing and understanding vision, objectives and BVPIs, but a lower result (amber) for receiving the right amount of support to perform to the right standard. This is a significant finding which perhaps needs to be seen in conjunction with the question in Health & Safety about pressure of workload and other sources of information such as sickness absence statistics.
- 5.13 Performance & Development Reviews yielded a clean sweep of green traffic lights; 8 out of 8. This demonstrates that most employees and managers are satisfied with the new PDR Scheme and the manner in which it was carried out in 2007. The highest score was 90%; the lowest 77% agreement. This is excellent news and supports the Council's decision to press ahead with the Scheme despite the decision by GMB and Unison unions not to support its use.
- 5.14 Working relationship questions yielded 3 out of 4 green and 1 amber traffic light. Employees felt strongly that they experienced good working relationships with their colleagues and managers, although managers felt their relationships with staff were slightly better than staff did! The amber traffic light was for relationships with Councillors; 61% satisfaction compared with 87% plus for colleagues/managers. A number of respondents commented that they had no relationship whatsoever with Councillors (we would not expect more junior members of staff to have contact with Members), which could have affected this result.
- 5.15 Training & Development questions yielded 1 green and 2 amber traffic lights out of 3 questions. Of particular concern are the low scores for briefing and debriefing of training, which has a direct impact on our ability to recover full liP status. The trend emerging from the written comments in the survey is that employees feel there is insufficient funding for training directly relating to their job. Satisfaction with the corporate offering was higher.
- 5.16 Culture Change questions yielded 7 green and 9 amber traffic lights. Top of the list was the Bright Ideas Scheme and bottom team awards. 80% agreed that things had started to change for the better. In all but 1 question more than half of respondents agreed. This is a positive trend, but there is clearly still some way to go.



- 5.17 Equality & Diversity questions yielded a clean sweep with 4 out of 4 green traffic lights, top of the list being fair and consistent treatment by management. This is a very encouraging result which demonstrates a hoped-for outcome of the Management Development Strategy around consistency of management behaviour.
- 5.18 Health & Safety questions yielded 3 out of 4 green traffic lights, all around the Council's commitment to providing a healthy & safe workplace. The other question – "I sometimes feel under uncomfortable pressure because of my workload" yielded a red traffic light. The corporate stress audit, to commence 15<sup>th</sup> October 2007 will provide a more detailed picture in this area and provide real information upon which to act. On the face of it, there is a concern around stress-levels in the Council.

## **6. NEXT STEPS**

- 6.1 Heads of Service have analysed their own service group results and are to communicate these to all their employees by the end of October. Support is available for HoS from Learning & Organisational Development Manager in formulating action plans within service groups.
- 6.2 The Learning & OD Manager will set up staff focus group(s) to look at what staff think needs to be done – including, but not exclusively, having a focus on motivation. This could also involve specifically targeting some of the negative groups to ask the specific question... "what would have to change for you personally to say that things are starting to change for the better at BDC?"
- 6.3 The Learning & OD Manager will work with a group of staff and managers, including the GMB rep, to fine-tune the PDR Scheme ready for use in early 2008.
- 6.4 CMT and the Learning & OD Manager to urgently focus on the need for briefing and debriefing delegates after training. A proposal for how to do this, and the supporting 'policing' system, is to be reported to CMT in October. This action is vital for the recovery of full liP status.
- 6.5 CMT and the Learning & OD Manager to agree a Training & Development Strategy for 2008 onwards

## **7. FINANCIAL IMPLICATIONS**

- 7.1 There are no specific financial implications from this report.

## **8. LEGAL IMPLICATIONS**

- 8.1 There are no specific legal implications from this report.

**9. COUNCIL OBJECTIVES**

9.1 Sound management practice and motivated staff underpin all of the Council's objectives.

**10. RISK MANAGEMENT**

7.1 There are no specific risks associated with this report.

**11. CUSTOMER IMPLICATIONS**

11.1 There are no specific customer implications associated with this report; however, motivated staff are a key part of delivering improved customer service.

**12. EQUALITIES AND DIVERSITY IMPLICATIONS**

12.1 There are no specific equalities or diversity issues associated with this report.

**13. 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 Implications: Further improvement required to retain IIP status.
Governance/Performance Management: None.
Community Safety including Section 17 of Crime and Disorder Act 1998: None.
Policy: None.
Environmental: None.

**14. OTHERS CONSULTED ON THE REPORT**

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

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

\* CMT have not considered this report directly, but have considered the Full Employee Survey.

## 15. APPENDICES

Appendix A – Summary of Survey Results

## 16. BACKGROUND PAPERS

Employee Survey 2007 (available on request)

## CONTACT OFFICER

Name Helen Parkinson, Learning & Organisational Development Manager  
E Mail: h.parkinson@bromsgrove.gov.uk  
Tel: (01527) 881274

## APPENDIX A

Traffic light colours are shown (definitions per section 4.2 of this report). The figure at the beginning of the sentence is the result for 2007; at the end of the sentence the result for 2006 is shown.

### Results compared with 2006 measured against benchmark questions:

#### Even Better Than Last Year

^94% were aware of the Council's Equal Opportunities policy 79%

^87% agreed that Health & Safety procedures relevant to them were appropriate, 76%

^79% felt the Core Brief was useful way of keeping them up to date with what is going on 70%

^79% felt that The Council is committed to providing a healthy and safe working environment 75%

#### Roughly the Same as Last Year and Still Good

=84% received the Core Brief issued by Senior Management, from their manager 84%

^76% were satisfied with their job 75%

<73% got recognition from their manager for doing their job well 74%

#### Better Than Last Year and Now Good

^82% agreed that their manager had helped them to understand what their work objectives are 55%

^76% had enough information to do their job properly 65%

^73% felt issues associated with aggression from the public were managed appropriately 51%

^71% felt that their training and development needs were reviewed regularly 50%

## **Better, but Still Not Good Enough**

**^68%** felt their manager was effective at providing leadership **57%**

**68%** of those who had been with BDC a year ago felt that Performance and Development Reviews were now better overall

**^65%** got effective coaching and feedback from their manager to do their job better **51%**

**59%** of those who had been with BDC a year ago felt that Communication was now better overall.

**^59%** were confident that senior managers were as frank as they could be about what they plan to do **41%**

**^51%** were kept fully informed about developments in the Council **41%**

**49%** of those who had been with BDC a year ago felt that Leadership and Management was now better overall.

**44%** of those who had been with BDC a year ago felt that Performance Management was now better overall

**^40%** agreed that their manager talked to them about expectations before they attended training **37%**

## **Better, but Still a Concern**

**^34%** felt that Bromsgrove District Council was well run in the whole Council **14%**

## **Getting Worse**

**<58%** felt that their job was secure **68%**

## **Results for all other questions:**

### **About you**

Two fifths of respondents (42%) were male and three fifths (58%) female.

One third (32%) were under 35, 58% were in the 35-54 age group, and the remaining 10% being 55 or older.

Three quarters (76%) of respondents were full time employees and one quarter (24%) part time.

37% had been employed by BDC for 2 years or less, 37% for 3 to 10 years and 25% for 11 years or more

## **Leadership and Management**

42% felt that managers demonstrated “The Bromsgrove Way” in the whole Council, 63% in their service group and 61% in their work group.

41% of respondents felt that managers demonstrated Visible Leadership in the whole Council, two thirds in their service group 67% and in their work area 64%.

## **Performance Management**

75% felt that their manager helped them to understand the Council’s vision and objectives.

74% felt that their manager let them know which Best Value and local performance indicators applied to their work.

93% of respondents knew what was expected of them to perform their work to the right standard and:-

67% two thirds got the right level of support and guidance to perform their work to the right standard.

74% felt that they received fair and constructive feedback if their work needed to improve or if they had done something wrong.

## **PDR**

82% found the staff briefings about the new PDR scheme useful.

90% of managers found the training for managers about the new PDR scheme useful.

87% were given enough time by their manager to prepare for their annual PDR meeting.

77% of managers were able to find enough time to prepare for all the annual PDR meetings they had to do.

82% found the self-assessment form useful to prepare for their annual PDR meeting.

82% believed their manager had prepared properly for their annual PDR meeting.

83% received an effective PDR this year.

85% felt the new PDR scheme to be an improvement

## **Training and Development**

74% reported that their manager made them aware of the training available.

61% got all the training they needed to do their job.

42% felt their manager discussed what they had learnt with them and how they would use it to do their job better.

## **Communication**

93% said Team meetings were a useful method of communication and/or source of information

93% received "Connect"

86% said they read "Connect"

84% regarded "Connect" as a useful way of keeping them up to date

79% said Staff forums were useful

78% said E-Connect was useful

77% found the Intranet useful

69% felt that the Core Brief was communicated to them on a face to face basis approximately fortnightly.

51% were kept fully informed about developments in the Council

67% said there was so much information that it was difficult to absorb, prioritise and communicate everything that they needed to do.

26% only one quarter were encouraged to read Connect by their manager or discussed it with them

## **Working Relationships**

96% agreed that they had good working relationships with colleagues in their work area

94% of managers felt they had a good working relationship with their staff

87% of staff felt they had a good working relationship with their manager

61% of staff felt they had a good working relationship with elected Councillors



## **Equality and Diversity**

89% felt they were treated fairly and consistently by all managers they came into contact with

84% felt that they were treated fairly and consistently by their line manager

80% felt that their work schedule allowed sufficient flexibility to meet personal or family needs

80% felt that their manager made them aware of equality and diversity training they needed to do their job and ensured that they received such training

## **Health and Safety**

87% agreed that Health & Safety procedures relevant to them were appropriate

79% felt that The Council is committed to providing a healthy and safe working environment

76% felt that their manager made them aware of health & safety training that they needed and ensured that they got it

64% sometimes felt uncomfortable pressure because of their workload

## **Changing the Culture of BDC**

85% of staff felt that the Bright Ideas scheme was a good way to encourage employees to suggest ways to improve things

80% felt that things had started to change for the better

80% agreed that the 'Building Pride' motto and logo were right for BDC at the moment

75% positive about the changes taking place at BDC

75% felt encouraged to suggest ideas for innovation and change

74% felt that BDC was a good place to work

72% of non-management staff agreed that staff forums gave them the chance to be listened to by senior managers

69% were satisfied with their level of involvement in decision making that affected their work and performance

68% agreed there was more of a positive atmosphere than this time last year

67% felt they were consulted about things that affected them

66% were proud to work for BDC

63% believed that senior managers will do what they say they are going to do

62% felt that senior managers were serious about being Investors in People

61% felt that their opinion counted

51% said that 'Back to the Floor' days had resulted in positive changes

48% felt motivated by the Team Awards scheme to do a good job for customers

## BROMSGROVE DISTRICT COUNCIL

24 OCTOBER 2007

### LEADER'S GROUP

#### AUGUST (PERIOD 5) PERFORMANCE REPORTING

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

#### 1. SUMMARY

1.1 To report to Leader's Group on the Council's performance at 31 August 2007 (period 5).

#### 2. RECOMMENDATIONS

2.1 That Leader's Group notes that 59% of indicators are improving or stable at the period end, compared to 68% in the previous period.

2.2 That Leader's Group notes that 76% of indicators are achieving their targets at the period end, compared to 71% in the previous period.

2.3 That Leader's Group notes and celebrates the successes as outlined in section 4.4.

2.4 That Leader's Group notes the potential areas for concern set out in section 4.5 and considers the corrective action being taken.



#### 3. BACKGROUND

3.1 This report continues the monthly reporting process which commenced in July 2006. The quartile analysis in this report uses, for the first time, the provisional quartile figures for 2006/07 that have recently been released by the Audit Commission.

#### 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:-

	<b>On Target</b>
	<b>Less than 10% from target</b>

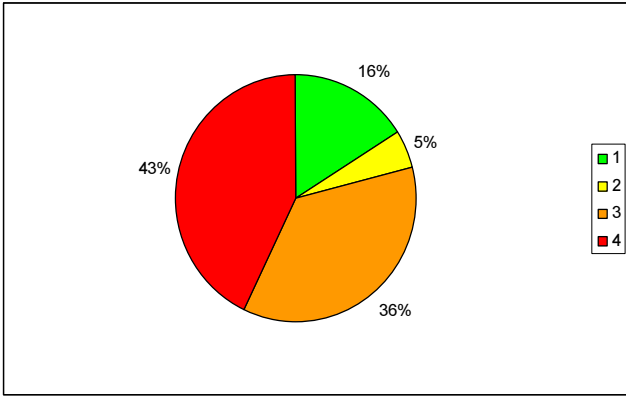
<b>I</b>	<b>Performance is Improving</b>
<b>S</b>	<b>Performance is Stable</b>

	<b>More than 10% from target</b>
	<b>No target set</b>

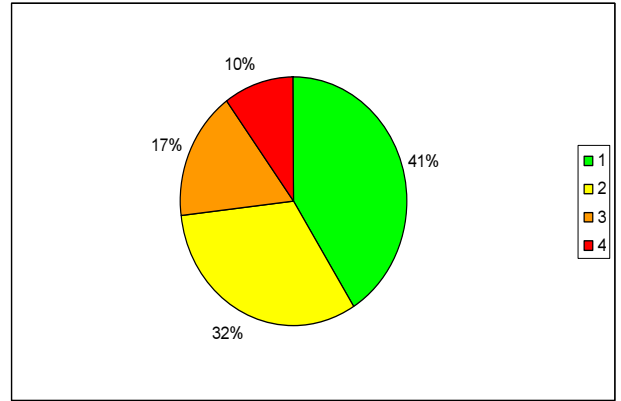
<b>W</b>	<b>Performance is Worsening</b>
<b>N/a</b>	<b>No target set</b>

- 4.2 From the summary of performance it can be seen that only 59% of PI's have improving or stable performance in August, a drop from the 68% in July, 14 PI's have declining performance in August, two more than in July. Eight PI's now have an improved estimated outturn, although 5 have a worsening outturn. . All except 7 PI's are projected to hit or exceed target, an increase of one over the July figure. 80% of the BVPI's reported are projected to outturn above the median, up from 61% last month; however only 15 BVPI's are included in this monthly report so this 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 August having already improved in July. In addition seven PI's have moved from a worsening position in July to an improving position in August. These successes should be noted and celebrated.
- 4.4 Examples of considerable or continued improvement over the period include:-
- BV109 a, b and c – very high levels of performance continue to be achieved for the fifth month in succession.
- 4.5 Four indicators continued to worsen in performance in August, following a decline in July, . There are five indicators which are of potential concern as follows :-
- BV78a – Performance declined slightly in August and was slightly worse than the average required for the remainder of the year if the target is to be met. This PI needs to be subject of continued close monitoring
  - BV8 – Invoices paid on time – Performance worsened in August, however a revised procedure is due to be implemented as a result of the Performance Clinic which should deliver an improvement. This PI needs to be subject of continued close monitoring.
  - BV12 – Sickness – Although sickness declined in August the target will not be met unless further improvements are made. The detail breakdown of sickness figures is shown at Appendix 4 of this report.
  - Violent Crime and Robberies are both projected to outturn worse than target, however Police are taking action in both of these areas
- 4.6 In a previous report a comparison of Bromsgrove performance for 2005/06 against that achieved by Wychavon was included. This comparison is repeated below, showing the proportion of PI's in each quartile for 2005/06 and 2006/07. Also a comparison showing quartile positions using 2007/08 targets is included, however the latter comparison needs to be treated with a degree of caution because it is a projection and also :-
- For some BVPI's Bromsgrove is currently performing well above our target
  - For some BVPI's Wychavon have top quartile targets, but bottom quartile performance last year
  - Wychavon exceeded targets by a comfortable margin on some BVPIs last year Therefore the actual position at the end of 2007/08 could be somewhat different.
- 4.7 From the pie charts overleaf it can be seen that we are closing the gap, but there is still some way to go until comparable performance is achieved.

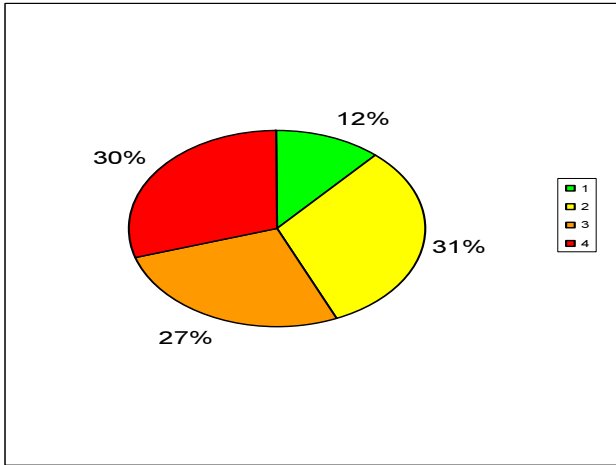
**Bromsgrove outturns - quartile spread  
2005/06**



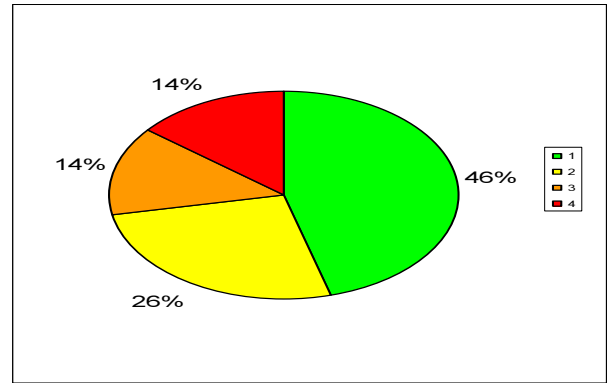
**Wychavon outturns – quartile spread  
2005/06**



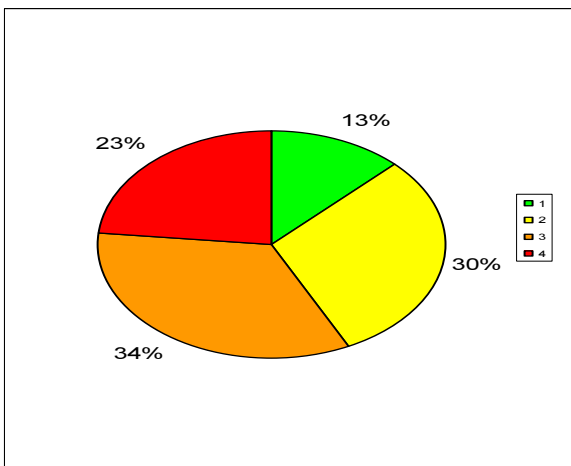
**Bromsgrove outturns – quartile spread  
2006/07**



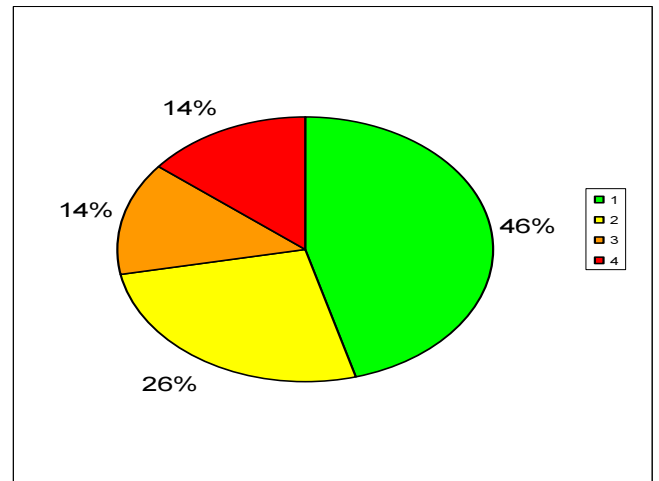
**Wychavon outturns – quartile spread  
2006/07**



**Bromsgrove Targets quartile spread  
2007/08**



**Wychavon Targets - quartile spread  
2007/08**



**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	<b>at Leader's Group</b>
Chief Executive	<b>at CMT</b>
Corporate Director (Services)	<b>at CMT</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Yes</b>
Head of Financial Services	<b>Yes (at DMT)</b>
Head of Legal & Democratic Services	<b>Yes (at DMT)</b>

Head of Organisational Development & HR	<b>Yes (at DMT)</b>
Corporate Procurement Team	<b>No</b>

**12. APPENDICES**

- Appendix 1 Performance Summary for August 2007
- Appendix 2 Detail Performance report for August2007
- Appendix 3 Detailed figures to support the performance report
- Appendix 4 Detail breakdown of sickness figures

**13. BACKGROUND PAPERS**

None

**CONTACT OFFICER**

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Tel: (01527) 881602

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SUMMARY - Period 3 (June) 2007/08					
Monthly (May) performance					
	No.	%		No.	%
Improving or stable.	29	67%	On target	27	63%
Declining	12	28%	Missing target by less than 10%	11	26%
No data	2	5%	Missing target by more than 10%	3	7%
			No data	2	5%
<b>Total Number of Indicators</b>	<b>43</b>	<b>100%</b>	<b>Total Number of Indicators</b>	<b>43</b>	<b>100%</b>

SUMMARY - Period 3 (June) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	38	88%	1st quartile	5	25%
Missing target by less than 10%	3	7%	2nd quartile	8	40%
Missing target by more than 10%	1	2%	3rd quartile	3	15%
No data	1	2%	4th quartile	4	20%
			(2005/06 quartiles used)		
<b>total</b>	<b>43</b>	<b>100%</b>	<b>total*</b>	<b>20</b>	

\* only BVPI's with quartile data are counted

SUMMARY - Period 4 (July) 2007/08					
Monthly (July) performance					
	No.	%		No.	%
Improving or stable.	26	68%	On target	27	71%
Declining	12	32%	Missing target by less than 10%	6	16%
No data	0	0%	Missing target by more than 10%	5	13%
			No data	0	0%
<b>Total Number of Indicators</b>	<b>38</b>	<b>100%</b>	<b>Total Number of Indicators</b>	<b>38</b>	<b>100%</b>

SUMMARY - Period 4 (July) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	32	84%	1st quartile	4	22%
Missing target by less than 10%	3	8%	2nd quartile	7	39%
Missing target by more than 10%	3	8%	3rd quartile	5	28%
No data	0	0%	4th quartile	2	11%
			(2006/07 quartiles used)		
<b>total</b>	<b>38</b>	<b>100%</b>	<b>total*</b>	<b>18</b>	<b>100%</b>

\* only BVPI's with quartile data are counted

SUMMARY - Period 5(August) 2007/08					
Monthly (July) performance					
	No.	%		No.	%
Improving or stable.	20	59%	On target	26	76%
Declining	14	41%	Missing target by less than 10%	6	18%
No data	0	0%	Missing target by more than 10%	2	6%
			No data	0	0%
<b>Total Number of Indicators</b>	<b>34</b>	<b>100%</b>	<b>Total Number of Indicators</b>	<b>34</b>	<b>100%</b>

SUMMARY - Period 5 (August) 2007/08					
Estimated Outturn					
	No.	%		No.	%
On target	27	79%	1st quartile	4	27%
Missing target by less than 10%	6	18%	2nd quartile	8	53%
Missing target by more than 10%	1	3%	3rd quartile	2	13%
No data	0	0%	4th quartile	1	7%
			(2006/07 quartiles used)		
<b>total</b>	<b>34</b>	<b>100%</b>	<b>total*</b>	<b>15</b>	<b>100%</b>

\* only BVPI's with quartile data are counted

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Ref	Description	Reported?	Cum or Snap?	2006/07				Cumulative (YTD) figure									2007/08				Comments
				Actuals	Quartile	Quartile Data (06/07 quartiles)		June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Target	Est. Outturn	E. O. 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	72.36	I	80.00	75.55	I	80.00	75.70	W	80.00	80.00	S	n/a	This is down on the previous month due mainly to bad publicity surrounding the Glad or Grumpy campaign
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**Legal, Equalities and 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	0.00	0.00	S	n/a	Still 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	100.00	100.00	S	1	No incidents have been reported

**Human Resources & Organisational Development**

BV12	The average number of working days lost due to sickness.	M	C	10.66	3	L	9.35	2.19	2.21	I	2.92	3.08	W	3.65	3.84	I	9.00	9.22	W	2	Sickness fell in August to 0.77 days per fte, down from 0.87 days per fte in July. However further improvements need to be made if the target is to be met, we need to average no more than 0.74 days per fte per month for the remainder of the year
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**Financial services**

BV78a	The average number of days taken for processing new claims.	M	C	32.05	3	L	28.00	28.00	34.83	I	28.00	32.14	I	28.00	30.85	W	28.00	28.00	S	2	New process for workflow implemented and effective, one problem unresolved - overall support from Anite to workflow is being maintained
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Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Cumulative (YTD) figure							2007/08				Comments		
				Actuals	Quartile	Higher or lower	Median	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Target	Est. Outturn		E. O.Target &Trend	Est. Outturn Quartile
BV78b	The average number of days taken for processing changes in circumstances	M	C	8.30	2	L	9.80	10.00	9.55	W	10.00	8.47	I	10.00	8.06	W	9.00	9.00	S	2	Maintaining within target
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	30.99	3	H	33.17	6.25	9.80	I	8.33	12.41	I	12.50	15.14	I	30.00	30.00	S	3	Improving
BV8	Percentage of invoices paid on time	M	C	94.74	3	H	95.91	97.00	95.82	I	97.00	96.40	W	97.00	95.93	W	97.00	96.00	W	2	Performance has declined again in August with only 95.64% of invoices being paid within time. A new procedure is now in place to process invoices within 48 hours. This should ensure that 100% of invoices are paid promptly for the future and improve the year to date figure. In order to hit the target we now need to achieve an average of 97.77% each month for the rest of the year.
BV9	Percentage of Council Tax collected	M	C	98.40	2	H	98.20	30.36	30.16	S	39.95	39.70	S	49.45	49.55	S	98.70	98.09	I	2	On target for outturn
BV10	Percentage of Non-Domestic Rates collected.	M	C	98.20	4	H	99.03	27.98	31.19	I	37.48	40.65	I	50.10	51.93	I	98.70	98.70	S	3	On target for outturn

**E-Government & Customer Services**

CSC	Monthly Call Volumes Customer Contact Centre	M	S	n/a	n/a	n/a	n/a	7,628	n/a	n/a	7,819	n/a	n/a	8,855	n/a	n/a	n/a	n/a	n/a	n/a	Call volume to customer contact centre continues to increase showing a 13% increase over the total in July the overall trend to date is increasing which is against previous trends at this point in the year
CSC	Monthly Call Volume Council Switchboard	M	S	n/a	n/a	n/a	n/a	7,060	n/a	n/a	7,270	n/a	n/a	6,995	n/a	n/a	n/a	n/a	n/a	n/a	Call volumes to the council switchboard fell by 5% compared to April the trend to date is falling and is expected at this point of the year

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Cumulative (YTD) figure									2007/08				Comments
				Actuals	Quartile	Higher or lower	Median	June Target	June Actual	Target &Trend	July Target	July Actual	Target &Trend	Aug. Target	Aug. Actual	Target &Trend	Target	Est. Outturn	E. O.Target &Trend	Est. Outturn Quartile	
CSC	Resolution at First Point of Contact all services (percentage)	M	C	83.00	n/a	n/a	n/a	85.00	92.00	I	85.00	95.00	I	85.00	90.20	W	85.00	85.00	S	n/a	Overall resolution as fallen slightly during this month the reason behind this has been traced to how new Bass Pass application have been entered onto e-shop. The overall PI is still well above the set target.
CSC	Average Speed of Answer (seconds)	M	C	48	n/a	n/a	n/a	20.00	53.00	W	20.00	48.00	I	35.00	55.00	W	35.00	35.00	S	n/a	Average speed of answer has fallen slightly this month which is justifiable against a background of increasing call volumes and availability of staff because of sickness and Annual Leave. A revised target of 35 seconds (was 20 seconds) was agreed at September Cabinet
CSC	% of Calls Answered	M	C	76	n/a	n/a	n/a	85.00	79.00	W	85.00	80.00	I	80.00	77.00	W	80.00	75.00	S	n/a	The % of calls answered this month has fallen slightly and is linked to the same issues detailed in the ASA. A revised target of 80% (was 85%) was agreed at September Cabinet
LPI IT Services	% of helpdesk call closed within timescales	M	C	83.99	n/a	n/a	n/a	85.00	89.85	W	85.00	93.35	I	85.00	92.32	W	86.00	86.00	S	n/a	The % of calls resolved has dropped slightly. This is due to Annual Leave.

**Street Scene & Waste Management**

BV82ai	The percentage of household waste that has been recycled	M	C	21.42	2	H	20.08	17.00	18.34	I	19.00	18.62	W	20.00	18.99	I	21.50	21.50	S	2	High levels of green waste are keeping recycling percentage slightly low
BV82bi	The percentage of household waste that has been composted	M	C	19.81	1	H	11.02	30.00	31.90	W	26.00	31.35	W	25.00	29.84	W	19.60	20.00	S	1	Over target
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	95.00	2	H	92.00	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	7 vehicles reported and 7 inspected within timescale
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	95.00	2	H	88.00	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	1	2 vehicles requiring removal 2 removed within timescale
LPI Depot	% animal/debris cleared within timescales	M	C	82.00	n/a	n/a	n/a	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	95.00	100.00	S	n/a	7 animals reported and 7 removed within timescale
LPI Depot	% of flytips dealt with in response time	M	C	96.00	n/a	n/a	n/a	95.00	98.63	W	95.00	99.11	I	95.00	99.34	S	95.00	99.34	I	n/a	153 incidents of which 153 were dealt with within timescale

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Cumulative (YTD) figure									2007/08				Comments
				Actuals	Quartile	Higher or lower	Median	June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Target	Est. Outturn	E. O. Target & Trend	Est. Outturn Quartile	
LPI Depot	Number of missed household waste collections	M	C	1630	n/a	n/a	n/a	399	311	W	532	385	I	665	520	W	1,596	1,366	W	n/a	135 missed collections in August - reduced crews to 2 man working in August
LPI Depot	Number of missed recycle waste collections	M	C	748	n/a	n/a	n/a	198	109	W	264	133	I	330	162	W	800	334	I	n/a	29 missed recycling collections in August
LPI Depot	Number of written complaints	M	C	334	n/a	n/a	n/a	66	44	I	88	58	W	110	68	I	264	138	W	n/a	10 written complaints in August - various subjects
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	94.00	n/a	n/a	n/a	95.00	92.91	W	95.00	93.77	I	95.00	92.58	I	95.00	92.58	W	n/a	89 appeals of which 78 were dealt with within time

M\* = in the month when available (3 times per year)

### Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	73.00	3	H	74.14	55.00	100.00	S	55.00	100.00	S	55.00	100.00	S	60.00	75.00	I	2	5 out of 5 applications = 100%
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	72.00	3	H	77.32	77.00	89.00	I	77.00	92.00	I	77.00	95.00	I	65.00	80.00	I	2	29/29 applications = 100%. There are two matters that are relevant here – firstly this is the largest number of applications received in this category in a month. To achieve 100% of the decisions in August when a number of staff take holiday and agents may not be around to discuss applications, really is a great achievement by the whole team.
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	84.00	4	H	89.10	89.00	96.00	S	69.00	95.00	W	69.00	93.00	I	80.00	85.00	I	4	96% Again very high numbers of applications in this group and excellent performance.
BV204	The percentage of planning appeal decisions allowed	M	C	27.80	n/a	n/a	30.20	40.00	0.00	S	40.00	30.00	W	40.00	36.00	I	33.00	33.00	S	n/a	One appeal decision received this month which was dismissed. A residential extension where the Inspector agreed with the Council that the scheme was harmful to the street scene.

### Culture & Community Services

Ref	Description	Reported?	Cum or Snap?	2006/07		Quartile Data (06/07 quartiles)		Cumulative (YTD) figure								2007/08				Comments	
				Actuals	Quartile	Higher or lower	Median	June Target	June Actual	Target & Trend	July Target	July Actual	Target & Trend	Aug. Target	Aug. Actual	Target & Trend	Target	Est. Outturn	E. O. Target & Trend		Est. Outturn Quartile
BV126 (proxy)	The number of domestic burglaries	M	C		n/a	n/a	n/a	99	100	S	134	138	W	168	163	I	404	396	S	n/a	Domestic Burglaries are being specifically targeted by Bromsgrove Police which has led to reduction during August.
BV127a (proxy)	The number of violent crimes	M	C		n/a	n/a	n/a	276	287	W	371	378	I	464	479	W	1114	1122	S	n/a	Violent Crime is on a slight increase, Bromsgrove Police are concerned about reporting methodology which includes minor crimes as 'violent'.
BV127b (proxy)	The number of robberies	M	C		n/a	n/a	n/a	9	21	S	14	25	I	17	30	S	42	72	I	n/a	Performance suffered due to difficulty in the 1st quarter. Police have tasked additional officers to address this issue. End of year outturn reduced to reflect this.
BV128 (proxy)	The number of vehicle crimes	M	C		n/a	n/a	n/a	228	183	I	305	244	W	382	312	W	917	749	I	n/a	Performance worsened in August due to a number of incidents of car crime in Rubery and Charford on one evening. Despite this the overall trend remains downward and thus the outturn has been further reduced to 749. Current reduction seen by GOWM as significant and they want to profile as Best Practice.
LPI Community Services	Number of attendances at arts events	M	C	18,515	n/a	n/a	n/a	1,275	1,050	I	2,075	1,715	W	14,075	14,820	I	23,000	23,000	S	n/a	Whilst in August a few events were affected by the rain in the main the arts and events programme ran as normal and was well attended particularly the annual Street Theatre event and the Bandstand programme.
LPI Sports Services	Sports Centres Usage	M	C		n/a	n/a	n/a	173,910	181,261	I	235,846	241,481	W	293,186	292,507	W	621,600	621,600	S	n/a	Under target - Quieter end to summer hols, less party booking and general usage overall due to the bad weather.

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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	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00	80.00
				Actual	73.84	64.78	79.37	84.00	76.07						

**Legal, Equalities and Democratic Services**

BV174	The number of racial incidents reported to the Council per 100,000 population	M	C	Target	0.00	0.00	0.00	0.00	0.00						
				Actual	0.00	0.00	0.00	0.00	0.00						
BV175	The percentage of those racial incidents that have resulted in further action	M	C	Target	100.00	100.00	100.00	100.00	100.00						
				Actual	100.00	100.00	100.00	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	0.73	0.73	0.73						
				Actual	0.65	0.84	0.72	0.87	0.77						

**Financial Services**

BV78a	The average number of days taken for processing new claims.	M	C	Target	28.00	28.00	28.00	28.00	28.00						
				Actual	34.10	36.44	33.57	22.06	25.21						
BV78b	The average number of days taken for processing changes in circumstances	M	C	Target	10.00	10.00	10.00	10.00	10.00						
				Actual	14.31	6.14	7.86	5.68	6.09						
BV79bii	The percentage of recoverable HB (all-years outstanding) overpayments recovered.	M	C	Target	25.00	25.00	25.00	30.00	30.00						
				Actual	2.85	7.27	9.80	12.41	15.14						

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.
BV8	Percentage of invoices paid on time	M	C	Target	97.00	97.00	97.00	97.00	97.00							
				Actual	94.38	94.91	98.18	96.53	95.64							
BV9	Percentage of Council Tax collected	M	C	Target	11.07	20.51	30.36	30.36	49.45							
				Actual	12.00	20.83	30.16	39.70	49.55							
BV10	Percentage of Non-Domestic Rates collected.	M	C	Target	9.70	18.64	27.98	37.48	50.10							
				Actual	9.50	20.46	31.19	40.65	51.93							

E-Government & Customer Services

CSC	Monthly Call Volumes Customer Contact Centre	M	S	Target												
				Actual	8,410	6,399	7,628	7,819	8,855							
CSC	Monthly Call Volume Council Switchboard	M	S	Target												
				Actual	7,718	7,310	7,060	7,270	6,995							
CSC	Resolution at First Point of Contact all services (percentage)	M	C	Target	85.00	85.00	85.00	85.00	85.00							
				Actual	90.77	90.00	92.00	95.00	90.20							
CSC	Average Speed of Answer (seconds)	M	C	Target	20.00	20.00	20.00	35.00	35.00							
				Actual	67.00	47.00	53.00	48.00	55.00							
CSC	% of Calls Answered	M	C	Target	85.00	85.00	85.00	75.00	75.00							
				Actual	60.00	81.00	79.00	80.00	77.00							
LPI IT Services	% of helpdesk call closed within timescales	M	C	Target	86.00	86.00	86.00	86.00	85.00							
				Actual	92.88	95.45	89.85	95.23	88.17							

Street Scene & Waste Management

BV82ai	The percentage of household waste that has been recycled	M	C	Target	17.00	17.00	17.00	20.00	20.00	20.00	20.00	21.00	26.00	26.00	26.00	26.00
				Actual	17.44	18.81	18.75	18.62	19.67							

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.
BV82bi	The percentage of household waste that has been composted	M	C	Target	30.00	30.00	30.00	24.00	23.00	24.00	22.00	21.00	0.00	0.00	0.00	0.00
				Actual	33.78	30.29	31.73	31.35	29.59							
BV199a	The proportion of land & highways assessed as having unacceptable levels of litter and detritus	M*	C	Target	NA	NA	NA		NA							
				Actual	NA	NA	NA	16.83	NA							
BV199b	The proportion of land & highways assessed as having unacceptable levels of graffiti visible	M*	C	Target	NA	NA	NA		NA							
				Actual	NA	NA	NA	5.56	NA							
BV199c	The proportion of land & highways assessed as having unacceptable levels of fly-posting visible	M*	C	Target	NA	NA	NA		NA							
				Actual	NA	NA	NA	0.98	NA							
BV199d	The year-on-year reduction in number of incidents and increase in number of enforcement actions in relation to fly-tipping	M*	C	Target	NA	NA	NA		NA							
				Actual	NA	NA	NA	3.00	NA							
BV218a	The percentage of new reports of abandoned vehicles investigated within 24 hours of notification	M	C	Target	95.00	95.00	95.00	95.00	95.00							
				Actual	100.00	100.00	100.00	100.00	100.00							
BV218b	The percentage of abandoned vehicles removed within 24 hours of legal entitlement	M	C	Target	95.00	95.00	95.00	95.00	95.00							
				Actual	100.00	100.00	100.00	100.00	100.00							
LPI Depot	% animal/debris cleared within timescales	M	C	Target	95.00	95.00	95.00	95.00	95.00							
				Actual	100.00	100.00	100.00	100.00	100.00							
LPI Depot	% of flytips dealt with in response time	M	C	Target	95.00	95.00	95.00	95.00	95.00							
				Actual	97.50	100.00	98.47	100.00	100.00							
LPI Depot	Number of missed household waste collections	M	C	Target	133	133	133	133	133							
				Actual	99	73	139	74	135							
LPI Depot	Number of missed recycle waste collections	M	C	Target	66	66	66	66	66							
				Actual	31	30	48	24	29							

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.	
LPI Depot	Number of written complaints	M	C	Target	22	22	22	22	22							
				Actual	27	11	6	14	10							
LPI Transport Services	% responses to Excess Charge appeals in 10 days	M	C	Target	95.00	95.00	95.00	95.00	95.00							
				Actual	96.00	96.12	92.42	96.04	87.64							

M\* = in the months when available ( 3 times per year)

Planning & Environment Services

BV109a	The percentage of major planning applications determined within 13 weeks	M	C	Target	55.00	55.00	55.00	55.00	55.00							
				Actual	100.00	100.00	100.00	100.00	100.00							
BV109b	The percentage of minor planning applications determined within 8 weeks	M	C	Target	77.00	77.00	77.00	77.00	77.00							
				Actual	91.00	76.47	100.00	100.00	100.00							
BV109c	The percentage of other planning applications determined within 8 weeks	M	C	Target	89.00	89.00	89.00	89.00	89.00							
				Actual	100.00	90.90	96.30	90.00	96.00							
BV204	The percentage of planning appeal decisions allowed	M	C	Target	40.00	40.00	40.00	40.00	40.00							
				Actual	0.00	0.00	0.00	75.00	0.00							

Culture & Community Services

BV126 (proxy)	The number of domestic burglaries	M	C	Target	33	34	33	33	33							
				Actual	32	34	34	40	26							
BV127a (proxy)	The number of violent crimes	M	C	Target	92	93	93	92	92							
				Actual	102	84	101	91	104							
BV127b (proxy)	The number of robberies	M	C	Target	3	4	3	3	3							
				Actual	5	8	8	3	5							
BV128 (proxy)	The number of vehicle crimes	M	C	Target	76	77	76	76	76							
				Actual	72	58	56	62	69							
LPI Community Services	Number of attendances at arts events	M	C	Target	250	525	500	800	12,000							
				Actual	265	275	510	665	12,905							
LPI Sports Services	Sports Centres Usage	M	C	Target	64,171	61,786	47,953	61,936	57,340							
				Actual	65,143	63,932	52,186	60,220	51,026							

Sickness Figures for 2007/2008 by Service

Total FTE @ March 07	Actual no of employees - June	SERVICE	Total Sickness days April 07 & on	Days per FTE - Year to Date	Projected - per FTE	Sickness Target 2007/08	Months											
							Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08
27.00	1.00 0.00	<b>Legal &amp; Democratic</b> Short term Absences up to 28 days Long term Absences 29 days+	70.00 32.00 38.00	2.59 1.19 1.41	6.22 6.0		3.00 12.00	7.00 14.00	18.50 12.00	2.50 0.00	1.00 0.00							
11.00	1.00 0.00	<b>CEO &amp; Policy</b> Short term Absences up to 28 days Long term Absences 29 days+	12.00 12.00 0.00	1.09 1.09 0.00	2.62 5.0		0.00 0.00	2.00 0.00	3.00 0.00	5.00 0.00	2.00 0.00							
56.00	8.00 0.00	<b>Culture &amp; Community</b> Short term Absences up to 28 days Long term Absences 29 days+	148.50 127.50 21.00	2.65 2.28 0.38	6.36 8.0		33.00 0.00	28.00 0.00	32.50 0.00	18.00 21.00	16.00 0.00							
30.00	6.00	<b>Egovernement &amp; Customer Services</b> Short term Absences up to 28 days Long term Absences 29 days+	80.00 80.00 0.00	2.67 2.67 0.00	6.40 4.0		9.00 0.00	8.00 0.00	9.50 0.00	20.50 0.00	33.00 0.00							
47.00	7.00 2.00	<b>Finance</b> Short term Absences up to 28 days Long term Absences 29 days+	271.00 106.00 165.00	5.77 2.26 3.51	13.84 8.0		5.50 21.00	28.00 20.00	13.00 42.00	39.50 44.00	20.00 38.00							
12.00	2.00	<b>HROD</b> Short term Absences up to 28 days Long term Absences 29 days+	17.00 17.00 0.00	1.42 1.42 0.00	3.40 4.25		7.00 0.00	2.00 0.00	1.00 0.00	3.00 0.00	4.00 0.00							
62.00	4.00 0.00	<b>Planning &amp; Environment Services</b> Short term Absences up to 28 days Long term Absences 29 days+	150.00 84.00 66.00	2.42 1.35 1.06	5.81 7.5		11.00 0.00	20.50 20.00	20.00 21.00	24.50 25.00	8.00 0.00							
114.00	20.00 5.00	<b>Street Scene &amp; Waste Management</b> Short term Absences up to 28 days Long term Absences 29 days+	630.50 297.50 333.00	5.53 2.61 2.92	13.27 12.0		45.00 86.00	55.00 98.00	47.50 37.00	61.00 47.00	89.00 65.00							

Total Short Term Absence YTD	756.00
Total Long Term Absence YTD	623.00
<b>TOTAL Days lost YTD</b>	<b>1379.00</b>

9.22 9.00

113.50	150.50	145.00	174.00	173.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
119.00	152.00	112.00	137.00	103.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>232.50</b>	<b>302.50</b>	<b>257.00</b>	<b>311.00</b>	<b>276.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>TARGET sick days per FTE per month</b>	
<b>BVPI 12 Sick Days Per FTE in Month</b>	
<b>TARGET sick days per FTE YTD</b>	
<b>BVPI 12 - Sick Days per FTE YTD</b>	
<b>BVPI 12 Projected Outturn</b>	

0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.73	0.81	0.81	0.81
0.65	0.84	0.72	0.87	0.77								
0.73	1.46	2.19	2.92	3.65	4.38	5.11	5.84	6.57	7.38	8.19	9.00	
0.65	1.49	2.21	3.07	3.84								
7.77	8.94	8.82	9.22	9.22								

2003-04	4309.83
2004-05	3074.99
2005-06	3570.58
2006-07	3806.00
<b>2007-08</b>	<b>1379.00</b>
Year	Annual

737.50	1112.50	1500.20	959.63
735.87	875.43	836.52	627.17
695.38	949.95	883.98	1041.27
1067.00	959.50	951.00	828.50
<b>792.00</b>	<b>587.00</b>	<b>0.00</b>	<b>0.00</b>
Quarter 1	Quarter 2	Quarter 3	Quarter 4

Key:     more than 10% worse than target        worse than target, but within 10%        on or better than target

FTE March 07 359.00  
FTE March 08  
# of Months 5

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## BROMSGROVE DISTRICT COUNCIL

23 OCTOBER 2007

### PERFORMANCE MANAGEMENT BOARD

#### **IMPROVEMENT PLAN EXCEPTION REPORT [AUGUST 2007]**

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

#### **1. SUMMARY**

- 1.1 To ask the Performance Management Board to consider the attached updated Improvement Plan Exception Report for August 2007.

#### **2. RECOMMENDATION**

- 2.1 That the Performance Management Board considers and approves the revisions to the Improvement Plan Exception Report, and the corrective action being taken.
- 2.2 That the Performance Management Board notes that for the 142 actions highlighted for August within the plan 88.7 percent of the Improvement Plan is on target [green], 9.2 percent is one month behind [amber] and 0.7 percent is over one month behind [red]. 1.4 percent of actions have been re scheduled [or suspended] with approval.
- 2.3 That the Performance Management Board approves changes made to actions and timescales in section 10.3 of the plan (Rolling Vision of the District) since the July Improvement Plan was last considered. The actions for the coming year have been revised to reflect delays in the preparation of the LDF that were caused by staff shortages and also because more recent Government Guidance on key areas such as Planning and Climate Change, Biodiversity and Geological Conservation and revisions to the Regional Spatial Strategy have come to light. There has also been a general lack of confidence in what constitutes a sound Core Strategy and therefore authorities have tended to hold back their preparations to wait for more sound documents to be approved and also to engage in detailed discussions with the Planning Inspectorate and Government Office. It is intended that consultation on the Preferred options Core Strategy will now take place in Autumn 2008, as opposed to October 2007.

#### **3 BACKGROUND**

- 3.1 July 2007 Cabinet approved the Improvement Plan 2007/08. The Improvement Plan is directly linked to the 10 corporate priorities and 12 enablers identified in the Council Plan 2007/2010.

3.2 At July 2007 Cabinet Members approved the inclusion of an additional number of actions from the Improvement Director. The Improvement Plan is designed to push the Council through to a rating of Fair during 2008.

**4. PROGRESS IN AUGUST 2007**

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

July 2007			August 2007		
<b>RED</b>	<b>1</b>	<b>0.6%</b>	<b>RED</b>	<b>1</b>	<b>0.7%</b>
<b>AMBER</b>	<b>5</b>	<b>3.2%</b>	<b>AMBER</b>	<b>13</b>	<b>9.2%</b>
<b>GREEN</b>	<b>152</b>	<b>95.6%</b>	<b>GREEN</b>	<b>126</b>	<b>88.7%</b>
<b>REPROGRAMMED</b>	<b>1</b>	<b>0.6%</b>	<b>REPROGRAMMED</b>	<b>2</b>	<b>1.4%</b>

Where: -

	<b>On Target or completed</b>
	<b>Less than one month behind target</b>
	<b>Over one month behind target</b>
	<b>Original date of planned action</b>
	<b>Re-programmed date.</b>

4.2 Out of the total of 142 actions for the month, 11 actions have been deleted, suspended or the timescales have been extended. This amounts to 7.7 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 19<sup>th</sup> 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	<b>No</b>
Chief Executive	<b>Yes</b>
Corporate Director (Services)	<b>Yes</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service <i>(i.e. your own HoS)</i>	<b>Yes</b>
Head of Financial Services <i>(<u>must</u> approve Financial Implications before report submitted to Leader's Group)</i>	<b>Yes</b>
Head of Legal & Democratic Services <i>(for approval of any significant Legal Implications)</i>	<b>Yes</b>
Head of Organisational Development & HR <i>(for approval of any significant HR Implications)</i>	<b>Yes</b>
Corporate Procurement Team <i>(for approval of any procurement implications)</i>	<b>No</b>

## **11 APPENDICES**

Appendix 1 Improvement Plan Exception Report August 2007

## **12 BACKGROUND PAPERS:**

Full Improvement Plan for August will be e- mailed to all Members of the Performance Management Board and can be found at [www.bromsgrove.gov.uk](http://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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<b>CP1: Town Centre</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.1.1	Engage consultants to commence work on AAP		Due to availability meeting with consultants delayed until 5 <sup>th</sup> September												PS	Jul-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.1</b>	<b>Public Support for Plans</b>																
1.1.1	Engage consultants to commence work on AAP	HB														Meeting scheduled to take place on 5 <sup>th</sup> September	

<b>CP1: Town Centre</b>																	
Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
1.2.1	Undertake baseline study		Commencement of study has been delayed due to earlier unavailability of consultants. Work will now begin in September after discussions with the consultants have taken place.												PS	Jul-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>1.2</b>	<b>Work Commenced</b>																
1.2.1	Undertake baseline study	PS														Work will now begin in September after discussions with the consultants have taken place.	

<b>CP5: Reputation</b>																	
Ref	August 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
5.4.1	Framework contract established with single supplier for graphics.				A pilot for funding all of Together Bromsgrove through advertising has been agreed. Given the financial saving from this, it was consider a higher priority.										HB	Jul-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>5.4</b>	<b>Brand Recognition</b>																
5.4.1	Framework contract established with single supplier for graphics.	HB														tendering process being prepared, with proposal going out in mid-October	

<b>CP6: Performance</b>																	
Ref	August 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
6.1.1	Programme of performance clinics undertaken.				Programme of clinics underway which are proving useful. This has resulted in an improved focus on performance in areas of risk, performance improvement has resulted for some PIs, others have not yet improved, eg. sickness absence, invoices. Additional clinics have been held and further corrective actions have been determined which seem to have impacted on performance.										BR	July-07	Ongoing

## Exception Report for August 2007 Improvement Plan

## Appendix 1

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														
6.1.1	Programme of performance clinics undertaken.	BR													Further work planned to improve performance in specific areas, e.g. sickness absence, invoices

### CP7: Community Influence

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
7.1.1	Capacity Building evaluation.		Work delayed due to sickness of consultant. Work will resume in October.												HB	July-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
7.1	Area Committee pilots (probable expansion of two)																
7.1.1	Capacity Building evaluation.	HB														Work will resume in October	

### FP1: Value for Money

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken		Decision to be made as part of reporting action plan to Cabinet in November												JP	Aug-07	Nov-07

## Exception Report for August 2007 Improvement Plan

## Appendix 1

Ref.	Action	Lead													Corrective Action
			July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	
<b>11.3</b>	<b>Improvements in Use of Resources scoring in relation to VFM</b>														
11.3.5	Identify services for detailed benchmarking & cost analysis to be undertaken	JP													Decision to be made as part of reporting action plan to Cabinet in November

### FP2: Financial Management

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system		Implementation was delayed due to correction of system flaws. System has now been tested and pilot schemes and procedures are being reviewed.												JP	July-07	Oct-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>12.1</b>	<b>Improved Financial Management by budget holders</b>																
12.1.1	Implementation of the POP project to account for commitments & accruals on the Agresso system	JP													Relaunch of system expected in October.		

<b>FP3: Financial Strategy</b>																	
Ref	August 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income				1 <sup>st</sup> quarter report did not include level of debt.										JP	Aug-07	Nov-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.1	<b>ROI</b>																
13.1.4	Report to Members on levels of debt and the recovery effectiveness of material income	JP													Report 2 <sup>nd</sup> quarter to will address level of debt.		

<b>FP3: Financial Strategy</b>																	
Ref	August 2007 Action		Colour		Corrective Action										Who	Original Date	Revised Date
13.4.4	Report to Audit Board on exceptions and action plans to address concerns				Corporate risk register reported to Cabinet October – to be reported quarterly to Audit Board after approval from Cabinet										JP	Aug-07	Dec-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
13.4	<b>Risk Management</b>																
13.4.4	Report to Audit Board on exceptions and action plans	JP													Corporate risk register reported to Cabinet October – to be reported		

# Exception Report for August 2007 Improvement Plan

# Appendix 1

to address concerns																quarterly to Audit Board after approval from Cabinet
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## PR3: Spatial Business Project

Ref	August 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date
17.1.2	Finalisation of implementation plan		Implementation plan is dependent on the project board's decision about the sub contractor contract. Once a decision has been made the implementation plan will be finalised													DP	July-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			
17.1	Better understanding of the spatial project																	
17.1.2	Finalisation of implementation plan	DP															The project board was scheduled to meet on Sept 17 <sup>th</sup> to discuss this item.	

## PR3: Spatial Business Project

Ref	August 2007 Action	Colour	Corrective Action													Who	Original Date	Revised Date
17.1.3	Relaunch of project with Members		Implementation plan is dependent on the project board's decision about the sub contractor contract. Once a decision has been made the project will be relaunched.													DP	Aug-07	Sep-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action			



# Exception Report for August 2007 Improvement Plan

# Appendix 1

<b>17.1</b>	<b>Better understanding of the spatial project</b>														
17.1.3	Relaunch of project with Members	DP													Relaunch will be rescheduled once the project board has decided the sub contractor contract.

## PR4: Improved Partnership Working

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)														KD	July-07	TBC
<b>18.4</b>	<b>Improved Working Relationship with the County</b>																
18.4.1	Chief Exec (BDC) to meet monthly with Chief Exec (WCC)	KD															Meetings have stopped until new WCC appointee is in post.

## HR&OD3: Positive Employee Climate

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.5	Communicate results														JP	July-07	Sept-07

## Exception Report for August 2007 Improvement Plan

## Appendix 1

Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action
<b>21.1</b>	<b>Employee satisfaction</b>														
21.1.5	Communicate results	JP/HP													Results booklet to be published in September. Employee Focus Groups to be set up to look at how to address the issues raised and determine an action plan.

### HR&OD3: Positive Employee Climate

Ref	August 2007 Action	Colour	Corrective Action												Who	Original Date	Revised Date
21.1.6	Implement Action Plan		Employee Focus Groups to be set up to look at how to address the issues raised and determine an action plan.												JP	Aug-07	Sept-07
Ref.	Action	Lead	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Corrective Action		
<b>21.1</b>	<b>Employee satisfaction</b>																
21.1.6	Implement Action Plan	JP													Employee Focus Groups will determine Action Plan		

## BROMSGROVE DISTRICT COUNCIL

### PERFORMANCE MANAGEMENT BOARD

23 OCTOBER 2007

#### PERFORMANCE MANAGEMENT BOARD AGREED PROGRAMME 2007/08

Responsible Member	Councillor James Duddy, Performance Management Board Chairman
Responsible Head of Service	Hugh Bennett -Assistant Chief Executive

#### 1. SUMMARY

- 1.1 This report sets out the updated work programme for 2007/08 agreed at the March 2007 Performance Management Board meeting and amended at the Board's September meeting.

#### 2. RECOMMENDATIONS

- 2.1 It is recommended that:

- i. The Board considers the work programme and makes any amendments it sees fit in consultation with Portfolio Holders and the Assistant Chief Executive.

#### 3. BACKGROUND

- 3.1 The proposed work programme builds on the experience of the Board programme for 2006/07. The Board met for the first time in November 2005. The Board has had four chairmen during this period. The Council now have a comprehensive performance management framework and programme of work for the Board.

#### 4. FINANCIAL IMPLICATIONS

- 4.1 None.

#### 5. LEGAL IMPLICATIONS

- 5.1 No legal implications to the report.

#### 6. CORPORATE OBJECTIVES

- 6.1 The Board's programme applies to all the Council's objectives.

#### 7. RISK MANAGEMENT

- 7.1 The Board has previously expressed an interest in risk management. This falls under the remit of the Audit Board; however, PMB can make

recommendations to this Board or Cabinet on issues around risk management identified through its work.

**8. CUSTOMER IMPLICATIONS**

- 9.1 The Board will receive customer data during 2007/08 (including complaints data when the new system is installed in January 2008). The Board will also receive the updated Customer First Strategy.

**9. OTHER IMPLICATIONS**

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

**10. OTHERS CONSULTED ON THE REPORT**

Portfolio Holders	<b>Via E-Mail and at PMB.</b>
Chief Executive	<b>Via e-mail.</b>
Corporate Director (Services)	<b>Via e-mail.</b>
Assistant Chief Executive	<b>Yes</b>
Head of Service	<b>Via e-mail.</b>
Head of Financial Services	<b>Via e-mail.</b>
Head of Legal & Democratic Services	<b>Via e-mail.</b>
Head of Organisational Development & HR	<b>Via e-mail.</b>
Corporate Procurement Team	<b>No</b>

**11. APPENDICES**

Appendix 1 – PMB Work Programme 2007/08

**12. BACKGROUND PAPERS**

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

## **CONTACT OFFICERS**

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## Proposed Performance Management Board Work Programme 2007/08

Date	Agenda Item
Mar 07	Period 10 06/07 Performance report  Council Plan 2007/2010 and analysis of forward targets report.  Period 10 06/07 Improvement plan progress/exception report
April 07	Period 11 06/07 Performance report  Period 11 06/07 Improvement Plan progress/exception report
May 07	Period 12 06/07 (year end) integrated finance & performance report  Data Quality Strategy  Period 12 06/07 (year end) Improvement Plan progress/exception report
Jun 07	Period 1 07/08 performance report  Improvement Plan (inc. CA findings) Mark 2  Community Plan 2007/2010.  Use of resources SA submission? timing?  Review of Performance Plus report
Jul 07	Period 2 07/08 performance report  Period 2 07/08 Improvement Plan mk 2 progress report  Corporate Assessment report and Council's draft response – impact on PMB programme (timing?)  Direction of travel Statement  Council results 2006/07 report - timing?
Aug 07	Quarter 1 07/08 integrated finance & performance report  Period 3 07/08 Improvement Plan Mark 2 progress report  Staff Survey 2007 Results (re-programmed).  Performance Management Strategy (re-programmed).

	Community Plan Annual Report 2006/07
Sep 07	<p>Period 4 07/08 performance report</p> <p>Period 4 07/08 Improvement Plan Mark 2 progress report</p> <p>Performance measures for partners in service provision, e.g. Artrix, BDHT – timing?</p> <p>Customer satisfaction data (September 2007).</p> <p>Customer Panel survey results (September 2007).</p>
Oct 07	<p>Period 5 07/08 performance report</p> <p>Period 5 07/08 Improvement Plan Mark 2 progress report</p> <p>Further analysis of satisfaction data for the Streetscene and Waste Management Department</p> <p>Staff Survey Results.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>
Nov 07	<p>Quarter 2 07/08 (year end) integrated finance &amp; performance report.</p> <p>Period 6 07/08 Improvement Plan Mark 2 progress report.</p> <p>Spatial Project Presentation.</p> <p>Data Quality Strategy – Half Year Review.</p> <p>Streetscene and Waste Management Department's service business plan (November 2007).</p> <p>Artrix Performance</p> <p>PMB Work Programme.</p>
Dec 07	<p>Period 7 07/08 performance report.</p> <p>Period 7 07/08 Improvement Plan Mark 2 progress report.</p> <p>BDHT Performance.</p> <p>PMB Work Programme.</p>
Jan 08	Period 8 07/08 performance report.

	<p>Period 8 07/08 Improvement Plan Mark 2 progress report.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>
Feb 08	<p>Quarter 3 07/08 (integrated finance &amp; performance report.</p> <p>Council Plan 2008-2011 and Medium Term Financial Plan.</p> <p>Period 9 07/08 Improvement Plan Mark 2 progress report.</p> <p>PMB Work Programme.</p>
Mar 08	<p>Period 10 07/08 performance report.</p> <p>External Audit Report/Direction of Travel.</p> <p>Period 10 07/08 Improvement Plan Mark 2 progress report.</p> <p>Performance Management Strategy.</p> <p>PMB Work Programme.</p>
Apr 08	<p>Period 11 07/08 performance report.</p> <p>Period 11 07/08 Improvement Plan Mark 2 progress report.</p> <p>Housing Strategy Action Plan Update.</p> <p>Quarterly Recommendation Tracker.</p> <p>PMB Work Programme.</p>

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

- Corporate Social Responsibility Policy (reported to Audit Board).
- Customer First Strategy Review (will be reported to Cabinet in December).
- Communications Strategy Review (will be reported to Cabinet in November).
- Partnership Performance (see Community Strategy Annual Report, BDHT Performance, Artrix Performance, Housing Strategy Action Plan Update).
- Monitoring of Contracts and Projects (framework to be introduced in first quarter 2008/09 for programme/project management).
- Savings from e-procurement/VFM (quarterly integrated performance report).
- Value for Money Strategy (will be reported to Cabinet in November).



#### Other possible initiatives

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

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